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National Restaurant Association Vol. 5 No. 4 April 1985

NRA NEWS

NRA SHOW '85

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NRA MEETINGS

Seminars

Basic Foodservice Courses

Basic Supervision in Foodservice
6/11 Orlando, FL
6/26 Seattle, WA

Computers in Foodservice: A Primer
4/23 Denver, CO
5/18 (NRA Show) Chicago, IL
6/3 Boston, MA
6/25 Minneapolis, MN

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4/24 Pompano Beach, FL
5/7 Greensboro, NC
5/14 Halifax, Nova Scotia, Canada
5/19 (NRA Show) Chicago, IL
6/17 Annapolis, MD
6/19 Jackson, MS

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4/22 Kansas City, MO
5/18 (NRA Show) Chicago, IL

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5/19 (NRA Show) Chicago, IL
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6/19 Hartford, CT

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5/9 Omaha, NE

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4/25 Denver, CO
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5/9 Seattle, WA

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Perfecting Your Culinary Skills
6/5 Hyannis, MA

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6/6 Detroit, MI

Soups and Sauces
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6/12 Columbia, SC

Foodservice Management Courses

Computers in Foodservice: Advanced
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5/19 (NRA Show) Chicago, IL
6/4 Boston, MA
6/26 Minneapolis, MN

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6/24 Cincinnati, OH

Food Cost Management
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5/2 Little Rock, AR
6/25 Madison, WI
6/27 Billings, MT

Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation
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Menu Development
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5/18 (NRA Show) Chicago, IL
6/19 Norfolk, VA

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5/19 (NRA Show) Chicago, IL

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6/3–4 Portland, OR
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Operational Analysis
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5/18–19 (NRA Show) Chicago, IL
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Planning & Implementing Restaurant Marketing Strategy
5/18–19 (NRA Show) Chicago, IL
6/10–11 Orlando, FL

Restaurant Design & Facilities Planning
5/18–19 (NRA Show) Chicago, IL

Please note that registration fees have been reduced for the Basic Foodservice Courses.

For more information, please contact:
NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
800-424-5156 or
(202) 638-6100

Study Group Meetings

Market Research
April 10–12 Washington, DC

Financial Officers
April 10–12 Palm Springs

Tax Executives
April 10–12 Palm Springs

EDP
April 16–19 San Diego

Internal Audit
April 30–May 5 Lake Tahoe

Foodservice Purchasing Managers
May 15–17 Chicago

MAECO
May 15–17 Chicago

Marketing Executives
May 15–17 Chicago

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

NRA NEWS
Vol. 5 No. 4 April 1985

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NRA NEWS (ISSN 0465-7004) is published monthly, except combined June/July issue, by the National Restaurant Association, 311 First St., N.W., Washington, DC 20001. Membership dues include a one-year subscription to *NRA NEWS*. The non-member subscription fee is $125 per year. Second-class postage paid at Chicago, IL 60607 and additional mailing offices.

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PRESIDENT'S REPORT

Harris O. Machus
President and Owner
Harris O. Machus Enterprises, Inc.
Birmingham, Michigan

The industry gathers for the NRA Show

Spring is an upbeat season for the foodservice industry. People, only too happy to celebrate the warmer weather, head for their favorite restaurants, and restaurateurs gather in Chicago for NRA's Restaurant, Hotel-Motel Show.

Last year, no less than 88,000 foodservice people from all over America and 70 foreign countries attended the NRA Show. Why did so many of you make the trip to McCormick Place in Chicago? For one thing, the NRA Show offers you one-stop shopping. You can visit more than 1,300 exhibits and learn about 6,100 products and services. You can see, touch and sample everything from computers and refrigerators to new salad dressings and ice cream cones. There is no better way to find the new products and services you need to be on the leading edge of the trends.

The NRA Show, however, is more than just an exposition. The educational program includes management clinic sessions and a wide range of seminars. Speakers and entertainers appearing at various events include Paul Harvey, renowned news commentator; J. Peter Grace, chairman of W. R. Grace Co. and also of a presidential commission on waste in government; Calvin Trillin, controversial foodwriter; Beverly Sills, first lady of American opera; and Paul Anka, a long-time favorite singer and songwriter.

I personally invite you to come and join the rest of the industry at NRA's annual Show on May 18 to 22.

Spring is also a time when political activity accelerates in the nation's capital. While NRA's Chicago staff is organizing the Show, the Washington staff is responding to legislative initiatives that could affect our operations.

Auto log regulations repealed

NRA staff members have been pressing for the repeal of the three-month-old IRS regulations which require taxpayers to keep "contemporaneous records" of vehicles used for business purposes to qualify for tax deductions. Congressional leadership has now been convinced that these regulations impose an unduly heavy bookkeeping burden on business people, and early this month the House and the Senate passed separate bills repealing the regulations.

The two bills have gone to a conference committee for reconciliation. Watch NRA's *Washington Weekly* for a report on the final version of this welcome legislative relief.

Association supports Youth Differential Bill

Another very positive bill has been introduced in both the House and Senate. It would permit employers to pay wages equal to 75 percent of the minimum wage to newly hired teenagers (19 years or younger) from May 1 to September 30.

This "Youth Differential Bill," originally proposed by President Reagan last year, would be a boon to foodservice operators who hire extra help during the busy summer months. It is estimated that such legislation would generate 400,000 new jobs in the economy. I urge you to write your congressman and senators expressing your support for this bill.

NRA seeks TJTC extension

NRA also testified last month on two other pieces of legislation that will benefit many restaurateurs. The NRA staff delivered a strong endorsement of a bill that would extend the Targeted Jobs Tax Credit (TJTC) for five years. In the past this program has been extended one year at a time and is currently scheduled to expire December 31, 1985.

TJTC allows employers a tax credit for hiring individuals from nine categories of hard-to-employ persons. As a group, foodservice operators are the largest users of this credit, and many more operators would take advantage of the program if it were guaranteed a longer duration. NRA staff will continue to press for a five-year extension.

NRA fights sulfite labeling

The association also submitted testimony favoring the Gore-Wyden bill, which would ban the use of sulfiting agents by suppliers and restaurateurs on salad ingredients and pre-cut potatoes. The testimony pointed out that almost all NRA members have ceased using sulfiting agents but that operators cannot be certain the substances are absent from the raw foods that are purchased. The testimony also repeated NRA's belief that menu labels or wall placards warning about sulfites would frighten patrons who have nothing to fear and would supply insufficient protection for patrons who are sensitive to sulfites.

NRA favors a partial ban on sulfites in order to protect sulfite-sensitive patrons and to eliminate any possible justification for the countless full bans and labeling requirements proposed in some individual states.

Staff monitors tax simplification

Your association staff continues to monitor action on tax simplification in order to eliminate any proposal to limit the deductibility of business meals. A Chase Econometrics study, commissioned by NRA, shows that imposing limits on this deduction would deprive local, state and federal governments of considerable sums. This study is being circulated on Capitol Hill.

Executive compensation study released

NRA's research staff has completed a special study of executive compensation in foodservice. This study provides information on base salary, benefits and total compensation for 29 executive positions (CEO to unit manager) in the foodservice industry. It allows a comparison of wage scales among similar types of establishments. To purchase a copy, call the NRA Information Service.

During the past month, 261 members joined NRA. I welcome you to the most prestigious foodservice trade association in the world. Your participation in NRA will make your business grow and make the association more effective in its endeavors on your behalf. We're glad to have you with us.

Sincerely,

Harris

Harris O. Machus
President & Chairman of the Board

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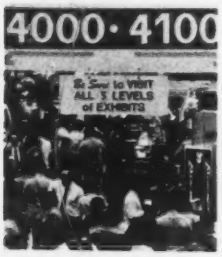

11 From the exhibit floor to the educational programs, the NRA Show has something for each key member of your operations team. Bring them with you to the 1985 Show, May 18–22 in Chicago. You won't be sorry: There are more than enough ideas to take home. For a preview of what you have in store, turn to the special Show newsletter.

Specials

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Food for Thought **47** Aiding the search for missing children.

Cover art: Bob Soule

SHORT ORDERS

More than 400,000 NIFI career materials distributed

Helping to meet the foodservice industry's urgent need for new employees, the National Institute for the Foodservice Industry (NIFI) distributed 441,317 "Careers in Foodservice" materials in 1984. During the past year, NIFI responded to 52,560 requests from counselors, students, parents, teachers and foodservice operators compared to 38,938 requests for materials in 1983.

Included in the kit is a 16-page counselor's manual; a 12-page guide for students; directories of senior, junior and community college programs in hotel, restaurant and institutional management in the United States; a new 12-page booklet entitled "Exploring the Many Facets of Foodservice—An Introduction to Alternative Foodservice Careers," which deals with opportunities in manufacturing and distribution; four two-page career profiles (restaurant manager, chef and cook, waiter and waitress, and bartender); a folder in which to file the publications; and a card to order additional materials.

For single copies of "Careers in Foodservice" materials or kit, write to the National Institute for the Foodservice Industry, 20 N. Wacker Drive, Chicago, IL 60606.

Winners in 3rd Annual Women in Foodservice Competition

Six women owning a business within the environs of New York, New Jersey, Connecticut, Puerto Rico and The Virgin Islands have been singled out for their outstanding contributions to the foodservice industry.

The winners in the Third Annual Women in Foodservice competition are:

- **Gourmet take-out:** Sarabeth Levine, Sarabeth Kitchen, New York, NY.
- **Restaurant innovation:** Doris Simpson, Muirhead, Ringoes, NJ.
- **Restaurant under 10 years:** Catherine Alexandrou, Chez Catherine, Westfield, NJ.
- **Restaurant honorable mention:** Andree Abramoff, Andree's Mediterranean Cuisine, New York, NY.
- **Manufacturer:** Karen Heineman, Homarus, Inc., Mount Kisco, NY.
- **Manufacturer honorable mention:** Clara Nappy, Nufare Chocolates, East Northport, NY.

These awards are presented by the Women's Foodservice Institute of New York University's Center for the Study of Foodservice Management and the U.S. Small Business Administration Office of Women Business Enterprise.

NRA major medical insurance helps eliminate risk

Not having any health insurance is one risk most NRA members can avoid thanks to the NRA Major Medical Insurance Plan. This is the only major medical plan available on a group basis to members.

Through June 1, 1985, all NRA members and their spouses and key employees and their spouses may apply for group coverage if they are under age 65. Unmarried, dependent children up to age 19 (23 if a full-time student) may also apply.

The plan provides comprehensive coverage for hospital, surgical and medical expenses with lifetime benefits of up to $1,000,000. It covers a wide range of expenses, including physicians' and surgeons' fees, hospital room and board charges, prescription drugs, X-rays, lab tests and office visits.

Applicants may choose a deductible of $300, $500 or $1,000. This is the initial amount of expenses that must be paid by the insured before benefits begin. The higher the deductible, the lower the premium. Members choose the deductible that best fits their particular situation. After the deductible, the plan pays 80 percent of all covered expenses for the rest of the year. But when the insured has paid $1,000 in out-of-pocket expenses plus the deductible, the plan takes over completely and pays 100 percent of all covered expenses for the entire year.

Detailed information and instructions on how to apply for the NRA Major Medical Insurance Plan have been mailed to members. Further questions should be directed to the NRA insurance administrator: Albert H. Wohlers & Co., NRA Group Insurance Plans, 1500 Higgins Rd., Park Ridge, IL 60068.

New guide with cleaning tips

How to clean cutting boards, windows, light fixtures, floors, restrooms and walls are just a few of the topics covered in the *Revised Cleaning Guide*, published by The Soap and Detergent Association.

You can also read about the importance of sanitation, the nature of the cleaning problem, modern cleaners, how to select cleaners and how to determine cleaning costs. There is a separate chapter on sanitation in food production that reviews the use and maintenance of specific food production equipment and how to clean special surfaces.

The guide sells for $9.00 per copy and is available from the Industrial and Institution Division of the Soap and Detergent Association, 475 Park Ave. South, New York, NY 10016.

Prepayment is required for one to five copies.

WASHINGTON REPORT

Conable and Duncan talk taxes

It's not likely that a major tax reform bill will move through Congress this year, according to both the former and current ranking minority members on the House Ways and Means Committee.

"Tax reform will be a long, tortuous process," predicts Barber Conable, the ranking Republican on Ways and Means until his retirement last year, "and it may not change the tax code for the better." At an NRA Action Task Force meeting in Washington, Conable said "incremental" changes to the code are much more likely to be adopted by Congress than "radical" tax reform. "Radical change would force Congress to deal with too many interest groups," he said.

Veteran legislator John Duncan (R-TN), who has replaced Conable as ranking minority member, concurs. "I can't see any real tax reform this year," he told ***NRA NEWS***. "It touches too many groups and raises too many concerns." However, he did believe there might be some "bits and pieces" of reform passed, such as a technical corrections bill.

Both Conable and Duncan said Treasury's proposal to cap the business meal deduction at $10 for breakfast, $15 for lunch and $25 for dinner probably won't be included in any final reform package. Conable said the NRA-opposed proposal will "go out the window" and that such a plan, if enacted, "could never be reasonably administered."

"We've looked at this before," said Duncan, referring to an ill-fated attempt by the Carter administration to limit the deductibility of business meals, "and I think the restaurants will come out all right on this one. I think we can come up with a proposal that's satisfactory."

Conable warned that business groups will have to stick together whenever tax reform is taken up, "or there will be some real losers. There are some things in Treasury's proposal that are going to hurt business."

Conable also said he was afraid that if the tax reform debate isn't resolved quickly, "it could have a negative effect on business investment. Business people will postpone investments when they're not sure what the rules are."

In his interview with ***NRA NEWS***, Duncan said he favors retention of the investment tax credit and the credit for research and development as well as the extension of the targeted jobs tax credit. He also said he's not inclined to make any changes in the tax-free treatment of employer-provided fringe benefits, something the Treasury proposal would do.

NRA favors TJTC extension

NRA testified last month in favor of bill H.R. 983 that would extend the targeted jobs tax credit (TJTC). The credit, used extensively by foodservice operators, will expire at the end of this year unless it is reauthorized by Congress.

H.R. 983 was introduced by U.S. Rep. Charles Rangel (D-NY), chairman of the House Ways and Means Subcommittee on Select Revenue Measures. Rangel held a hearing on his bill on March 19.

Employers receive a credit if they hire individuals from nine targeted groups, including the handicapped, economically disadvantaged youth, economically disadvantaged ex-offenders, economically disadvantaged Vietnam-era veterans and government assistance recipients. In addition to extending TJTC for five years, Rangel's bill would increase the maximum allowable credit from $3,000 to $5,000 in the first year and from $1,500 to $2,500 in the second year.

NRA Government Relations Director Ron Sarasin told the subcommittee that "TJTC represents one of the most efficient uses of tax incentives to create jobs for the chronically unemployed." He noted that the credit lowers labor costs for operators, allowing them to hire new employees or preserve positions that would have otherwise been eliminated.

"TJTC has also resulted in socially beneficial changes in employer hiring decisions," Sarasin said. "Many of our members now go to considerable lengths to seek TJTC eligible employees. Many have in-house TJTC coordinators who work closely with local

WE'RE COUNTING ON *YOUR OPINION*

NRA's monthly membership poll tracks your views on important national issues affecting the foodservice industry.

Your reponses to these questions will help NRA represent the industry in Washington.

Question 1: Allow 18 to 20-year-olds to drink in licensed establishments?

Beginning Oct. 1, 1986, states that do not adopt a 21-year-old purchasing age for alcoholic beverages will forfeit five percent of their fiscal 1987 federal highway funds. This provision of the 1984 Surface Transportation Act was passed last summer in response to public outcry over the drunk driving problem and a concerted lobbying effort by groups, such as Mothers Against Drunk Driving (MADD).

Controversy still surrounds the issue. States' rights groups see the new act as infringing on an area of law traditionally left to the states. Penalizing 18 to 20-year-olds for the drunk driving problem, when there are drunk drivers of all ages, is viewed by civil libertarians as an unfair and ineffective means of solving the problem.

A proposal to expand the purchasing rights of 18 to 20-year-olds has been introduced in this Congress by U.S. Rep. James Jeffords (R-VT). Jeffords' bill, H.R. 1665, would allow this age group to consume alcoholic beverages in licensed establishments while continuing to make it unlawful for them to purchase alcoholic beverages outside of licensed facilities.

➨**PROS**—Teaching responsible consumption of alcohol is the most effective solution to the drunk driving problem. Allowing 18 to 20-year-olds to drink in a controlled environment, such as a licensed establishment, encourages them to develop a responsible attitude toward drinking. The law passed last year instead encourages them to drink in uncontrolled environments, such as cars or friends' homes. This could lead to more abuse of alcohol and an increase in drunk driving.

➨**CONS**—Allowing 18 to 20-year-olds to consume alcohol only in licensed establishments is no guarantee against abuse or drunk driving among this age group. Giving 18 to 20-year-olds any kind of legal access to alcohol will only increase the number of teens killed each year in drunk-driving accidents. Also, any proposal to allow only licensed establishments to sell alcohol to those under 21 discriminates against other retail establishments that sell alcohol.

Should 18 to 20-year-olds be permitted to consume alcoholic beverages in licensed establishments?

Question 2: Extend TJTC?

The Targeted Jobs Tax Credit (TJTC) provides an economic incentive to employers who hire individuals from nine targeted groups. By providing a tax break for hiring from these groups, Congress has created employment opportunities for those historically shortchanged in the job market. The credit will expire at the end of 1985, and legislation (H.R. 983) has been introduced by U.S. Rep. Charles Rangel (D-NY) to extend the credit for five years.

Foodservice employers have become one of the largest users of the credit, hiring nearly a third of all TJTC certified employees. Total TJTC certifications last year amounted to 563,000.

Employers who hire a targeted employee are eligible for credit equal to 50 percent of the first $6,000 of qualified first-year wages and 25 percent of the first $6,000 of qualified second-year wages. The nine targeted groups include the handicapped, economically disadvantaged youth, economically disadvantaged ex-offenders, economically disadvantaged Vietnam-era veterans, economically disadvantaged cooperative education students and government assistance recipients.

The administration is opposed to extension of the credit, and a Treasury Department official testified against H.R. 983 during a recent hearing.

➨**PROS**—Studies show that TJTC has worked more efficiently than direct federal spending programs aimed at helping the chronically unemployed. TJTC is far less costly than the old CETA program and about half as expensive as the Job Training Partnership Act. With TJTC there are few administrative costs, and individuals are placed in private sector jobs versus the public, "make-work" positions associated with CETA. Targeted individuals receive valuable on-the-job training and often are promoted or move on to better jobs.

➨**CONS**—The administration argues that TJTC is costly and ineffective. Treasury estimates that enactment of the Rangel bill will cost $7.2 billion, yet only about 10 percent of all eligible individuals are hired through the credit. Treasury argues that the credit is a windfall to corporations who hire TJTC individuals because they would have given jobs to these people anyway. Critics also charge that TJTC results in displacement of workers who aren't certifiable so there really aren't any new jobs created.

Should TJTC be extended?

Please respond to the above questions, using the attached postage-paid card.

job service offices, rehabilitation agencies and community groups to place individuals in their establishments.

"The result has been a greater willingness on the part of employers to give those traditionally shortchanged in the labor market a chance to learn new skills and establish an employment history that benefits them in securing future jobs," Sarasin said.

NRA's comments were echoed by Marriott Corporation, Kentucky Fried Chicken, Inc., the Foodservice and Lodging Institute and other employers and trade groups appearing before the subcommittee.

Treasury testifies against bill . . .

However, Treasury spokesman Mikel Rollyson testified against the Rangel bill and said the administration does not support extension of TJTC. Rollyson, Treasury tax legislative counsel, claimed that TJTC is an ineffective and costly tax subsidy and urged the panel to let it die at the end of this year.

Rollyson said H.R. 983 would cost $7.2 billion, although the Joint Tax Committee puts the price tag at about half that amount—$3.8 billion. Rollyson also claimed that employers take advantage of the credit for disadvantaged individuals who would have been hired regardless of the tax break. He suggested, too, that the credit results in the displacement of workers who are not eligible for the credit.

Congressmen support TJTC . . .

But Treasury's remarks were clearly in the minority. "TJTC is the most cost effective of all job programs," subcommittee member Rep. Carroll Campbell (R-SC) argued. He said that in 1984 it cost $330 million to place 563,000 individuals, a per person cost of just $586. By comparison, the cost of training an individual under the new Job Training Partnership Act is $2,500, Campbell said.

Sen. John Heinz (R-PA) cited a recent Congressional Research Service report that concludes that TJTC has worked more efficiently than direct spending programs aimed at helping the unemployed. He termed the credit "unique" because it "offers a genuine way out of poverty for the economically disadvantaged" without "a lot of red tape or federal bureaucracy." Heinz said he plans to introduce a bill in the Senate to extend TJTC for five years.

Ways and Means Committee member Pete Stark (D-CA) said Treasury's estimate of revenue loss from TJTC was overstated. Stark said he favors extension of TJTC, but he suggested the credit could be lowered in the first year to raise the credit in the second year, thus encouraging longer employee retention.

NRA supports Sulfite Safety Act

An NRA-supported bill to partially ban the use of sulfites was introduced on March 5 by Sen. Albert Gore (D-TN) and Rep. Ron Wyden (D-OR).

The Sulfite Safety Act of 1985 (S. 573 and H.R. 1427) would ban the use of sulfites on any fresh fruit or vegetable sold for consumption in its raw state and on any cut potato other than potatoes to be dehydrated. The ban would become effective three months after enactment.

The bill would also require the government to reevaluate the safety of sulfite usage in other foods, including wine, dried fruit and seafood.

NRA called for a ban on the use of sulfites on fresh vegetables and precut potatoes last November when it testified before a scientific review panel studying the additives for the Food and Drug Administration (FDA). FDA has consistently resisted placing a ban on sulfite use, preferring labeling requirements to an outright ban.

The review panel noted in its final report that labeling would not adequately protect sulfite-sensitive individuals from the dangers associated with sulfites. The panel suggested that a targeted, partial ban on the additives would be a proper response to the sulfite problem. The review panel also commended NRA for its responsible actions to protect sulfite-sensitive individuals.

Sen. Albert Gore (D-TN) describes his sulfite safety legislation at a March meeting of the NRA Action Task Force.

NRA voiced support for the Gore-Wyden bill at a recent press conference called by Sen. Gore. Pointing to the danger posed by sulfites, Gore chastised FDA for waiting too long to take action to protect sensitive individuals. Gore emphasized the need for quick enactment of his legislation and lauded NRA's desire to protect its customers.

Last month NRA submit-

Results of February opinion poll

In the February Opinion Poll, ***NRA NEWS*** asked, "Should current farm programs be eliminated in favor of a market-oriented system?" and "Are employer sanctions necessary for effective immigration control?"

Eighty-two percent of the respondents believe that the current farm programs should be eliminated. Fifteen percent believe that these programs should not be eliminated, and three percent expressed no opinion.

More than half of the respondents (57 percent) believe that employer sanctions are not necessary for effective immigration control, while 36 percent believe that sanctions are necessary. Eight percent expressed no opinion.

Sixty-nine percent of the February respondents said they operate a tableservice or limited menu establishment. Thirteen percent operate a fast-food establishment and another 13 percent operate a cafeteria.

Based on the information provided, the February sample represented 3,358 units employing 65,895 people.

ted testimony before the House Energy and Commerce Subcommittee on Oversight and Investigations, which is also reviewing sulfites. In its testimony, NRA outlined the actions it has taken to respond to the health hazard posed by sulfites and voiced its opposition to any labeling requirement. NRA expressed its support for the Gore-Wyden bill and encouraged the subcommittee to act quickly to ensure passage of this legislation.

NRA study group meets to discuss war on government waste

NRA's newly-formed Efficiency in Government Study Group met in March to review the Grace Commission's proposals to streamline government and develop a strategy for the foodservice industry to contribute to the "war on waste."

The Grace Commission, as the President's Private Sector Survey on Cost Control is more commonly known, produced 2,478 ideas to reduce waste, inefficiency and overspending in government. Savings produced by these cuts are estimated by the commission to be $424.3 billion over a three-year period. Although the commission, chaired by J. Peter Grace, disbanded in January 1984, its recommendations are now being pursued by administration officials.

NRA's study group met with representatives of the various groups involved in the effort. J. P. Bolduc, president of Citizens Against Waste (CAW), discussed CAW's attempts to organize grass roots lobbying to pressure Congress to support the Grace Commission's proposals. Bolduc also suggested ways for associations and their members to become active in the fight against waste. According to Bolduc, 267 trade associations, along with many private companies and individual citizens, have endorsed CAW. (For more information regarding Citizens Against Waste, call 800-USA-DEBT.)

John Hall, associate director in the Office of Cabinet Affairs, discussed the status of the Grace Commission proposals. Responsible for the implementation of those proposals, Hall is also developing a way to track the success rate of recommendations that have been adopted.

Rep. Bob Edgar (D-PA) reviewed the politics surrounding the Grace report. He advised the group that many members of Congress are unlikely to support the controversial proposals made by the commission because they believe many of the recommendations reflect a disregard for the "mission" of government in deference to a business-oriented viewpoint.

Members of NRA's study group concluded that restaurateurs should become active in the effort to end government waste. The group will be pursuing those Grace recommendations that could have an effect on the foodservice industry.

—Jay Morris
—Michelle Rabayda

NRA action task force meets

The NRA Action Task Force met in March for a two-day symposium on key federal and state issues relating to the foodservice industry. The Action Task Force is comprised of representatives of multi-unit foodservice operations from around the country.

Under review were NRA activities and strategy on issues such as the targeted jobs tax credit (TJTC), tax reform, business meal deductibility and sulfites. Also discussed was the need for a state legislative lobbying network to be used by the multi-unit operations in tracking issues that could affect their business.

Addressing the task force was former member of Congress and tax expert Barber Conable. Conable noted that tax simplification would be a lengthy and difficult struggle and probably would be enacted in increments rather than in one large reform package. He also predicted that a cap on business entertainment meal deductibility is an unlikely element for a new tax policy (see related story).

Members of the task force attended a White House briefing covering both domestic and foreign issues. Undersecretary of Commerce for Economic Affairs Sidney Jones discussed the state of the U.S. economy and the outlook for economic growth, noting that the economy will continue to grow but at a slower pace than in the past two years.

Joe Wright, Deputy Director of the Office of Management and Budget, spoke to the group about the budget deficit and the proposed 1986 budget. Wright outlined his priorities for budget cuts, putting subsidies to middle and upper income individuals and to businesses at the top of his list.

Senator Al Gore (D-TN), sponsor of legislation to ban the use of sulfites on raw potatoes and fresh fruits and vegetables, discussed his concerns regarding the dangers of using sulfites on uncooked foods. Gore commended NRA on its efforts to help solve the sulfite problem and asked for NRA's support for his sulfite bill, S. 573, and its companion bill, H.R. 1427, which was introduced by Rep. Ron Wyden (D-OR).

NRA staff is now working to implement the strategies discussed at the task force meeting.

NRA Executive Vice President William Fisher (left) and Undersecretary of Commerce for Economic Affairs Sidney Jones (right) at a White House briefing where Jones addressed the NRA Action Task Force.

1985 NRA SHOW

PLAN NOW FOR A BLOCKBUSTER SHOW

Spring is here. The season for brilliant flowers, warbling birds and—naturally—the annual NRA Restaurant, Hotel-Motel Show at Chicago's McCormick Place. The dates to mark on your calendar this year are Saturday, May 18, through Wednesday, May 22.

As the world's largest foodservice and lodging exhibition, the 1985 Show's idea-packed program offers a dazzling array of learning opportunities for every foodservice professional. You won't have any trouble using each moment profitably. The tough part will be to choose, among so many worthwhile activities, those that are best-suited to your needs.

Want to learn more about computer applications in the foodservice industry or sharpen your merchandising skills? The NRA Executive Seminar Series offers in-depth workshops on both topics—and on 10 others besides. The Management Clinic will help you cash in on proven management techniques. But you'll have to choose among 20 different sessions, ranging from success profiles to "light and low" menu development to cost-cutting strategies.

You can't see every nationally known expert or personality featured in NRA's Theatre Series, so make sure you bring enough staff to cover all sessions. Writer Calvin Trillin, Jeff Smith ("The frugal gourmet") and management expert Thomas Connellan are only a few of the acclaimed speakers who have been lined up for you.

On the exhibit floor you'll have 1,300-plus exhibits to visit, and you can be sure you'll be seeing the latest foodservice products and state-of-the-art equipment.

Fortunately, the 66th NRA Restaurant, Hotel-Motel Show offers several events no one should miss. Everyone is encouraged to attend the opening day program, led by NRA President Harris O. Machus and featuring commentator Paul Harvey. The annual membership meeting should also appear on your "must" list; there you'll help elect new NRA officers and hear a presentation by J. Peter Grace, chairman of President Reagan's commission on cost controls—the Grace Commission.

You'll also want to make

Harris Machus

NRA WINE CLASSIC WILL SHOWCASE FINEST AMERICAN WINES

The NRA Wine Classic will make its debut at the 1985 Show as the first national wine competition sponsored by the hospitality industry. "NRA has always taken a lead in setting trends throughout the industry," observes NRA Vice President Ted Balestreri, chairman of the event. "At the 1985 Show we will again be first in line in our recognition of the finest in American wines."

According to Balestreri, the event is in direct response to a trend throughout the industry: increasingly, restaurants are recognizing the complementary relationship between wine and food. With more than 1,000 bonded wineries operating in the U.S., wine making is becoming a major domestic industry, and restaurateurs need more than ever to familiarize themselves with the finest American wines.

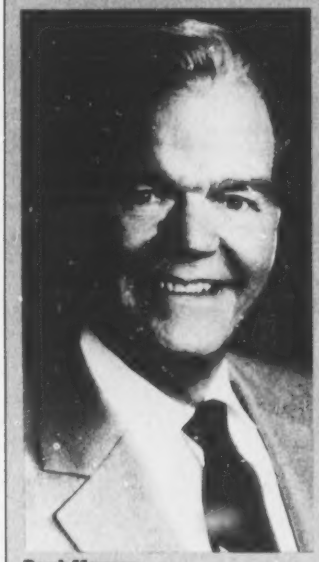
Hundreds of wines from all regions of the country will be represented at the NRA Wine Classic, held Monday and Tuesday, May 20 and 21, in the Lindheimer Room of McCormick Place. The judging area, properly enclosed and equipped for professional tasting, has been specially constructed so that Show attendees can observe the blue-ribbon panel of judges evaluating the competing wines. This is the first time a major wine competition has been opened to spectators.

Guides will be available to explain the competition and provide information about the wine industry. A wine exhibit and video of wine experts offering wine-tasting tips are other attractions. Finally, spectators will have a chance to make their own judgments—by tasting and comparing the fine wines entered in the competition.

Only two wine varietals, Pinot Noir and Chardonnay, will be tasted at the events. By limiting the tasting to two varietals, the format will be easily understood by all who attend.

The winners will receive gold, silver and bronze medals at a special luncheon on the final day of the Show. Says Balestreri, "These medals will signify new standards of quality throughout the hospitality industry."

time for the new NRA Wine Classic, a prestigious competition with wines from every region of the country. With unprecedented opportunities for spectator participation, the Wine Classic will help you incorporate fine American vintages into your wine list. Then drop by the Culinary Arts Salon, a remarkable cold food competition that has become a Show tradition over the past 15 years.



Paul Harvey

Whether to participate or simply to get some fresh air and cheer on the runners, you're invited to come out for The Main Course, Chicago's "most hospitable" race. Finally, just for the fun of it, plan to attend the Convention Capers and the Grand Banquet, where such top-notch performers as Tommy James (yes, trivia fans, The Shondells) and Paul Anka will entertain you.

More than 88,000 foodservice professionals from 70 countries are expected to participate in five days of varied events at the 66th NRA Restaurant, Hotel-Motel Show. If you still need more persuasion, the tens of thousands of restaurateurs who will flock to Chicago in May provide the strongest tribute to the value of the Show. They know the 1985 Show will provide an intensive, resource-ladened experience that can help them run their operations better the rest of the year.

You should be there, too, at the hospitality industry's "Show of Shows." Register now.

HEY, LISTEN!

You can purchase modestly priced audio cassettes of approximately 25 of this year's educational programs at the information booth in the Management Clinic area. In addition, about 80 of the best tapes from past NRA Shows are available.

GREAT MENUS

Although the three grand-prize winners in this year's Great Menu Contest are as different as the restaurants they represent, they do have a few things in common: excellent design, imagination and merchandising power. You can pick up some ideas for your own menus by examining these menus and 27 additional winning entries in nine different categories, on view during the NRA Show exhibition hours. This year's grand-prize winners are

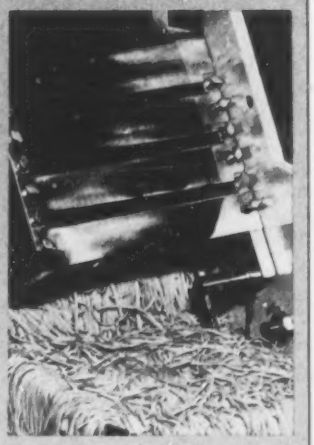
First place: El Torito, Irvine, CA (lunch menu)

Second place: Buffalo Chips/Oar House: Grand American Fare, Santa Monica, CA

Third place: Max and Erma's, Columbus, OH (1984 summer menu).

EXHIBITS ARE IDEAL FOR COMPARISON SHOPPING

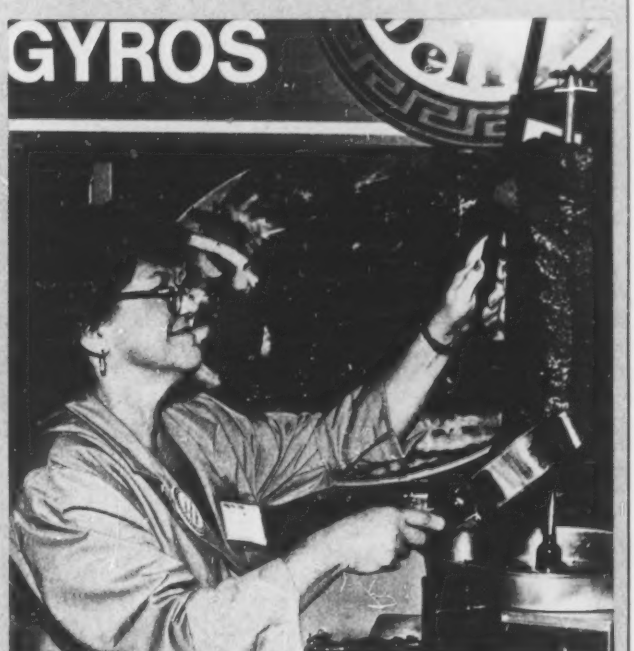
With all the activities packed into the Show, it's easy to lose sight of the most useful and enduring component: the exhibits. In a sense, the exhibits put the foodservice marketplace of the world at your feet. Each one is unique, displaying the best products, equipment, systems and services the industry has to offer.



You won't see just one tomato slicer or salad dressing or computer on the exhibit floor of the 1985 Show—you'll see several different examples of each, and that's true of just about any other product or piece of equipment you want. More than 1,300 exhibitors will be on hand, representing some 6,100 different products and services.

As these figures demonstrate, the exhibit floor offers a superb opportunity for comparison shopping. Experienced Show goers arrive with a detailed shopping list to guide them in sampling, examining and comparing similar items before choosing the one best suited for their needs. Talking to exhibitors can be extremely helpful. Many not only distribute samples of their products but they provide menu ideas and display options as well.

You can always expect a few surprises. Last year a talking dishwasher and tofu ice cream were among the new attractions on the exhibit floor.



THE MAIN COURSE: STILL RUNNING AFTER FIVE YEARS

The Main Course, Chicago's biggest 10-kilometer race and a tradition at the NRA Show, is once again expected to draw 3,000 runners and 1,500 spectators. Now in its fifth year, this popular event has become a symbol of the restaurant industry's commitment to health and fitness. Harry Klingeman, an NRA director who lives in the Chicago area and runs in the race, sums up its appeal: "great hospitality and great T-shirts."

This year the race will begin at Buckingham Fountain, a Chicago landmark not far from Arvey Field, the starting point in past years. But the basic race course will be much the same, taking runners along Chicago's splendid lakefront.

From the blast of the starter's horn to the finish line, Show goers from 40 different states and half a dozen countries will mingle enthusiastically with Chicago residents. Ralph Wood, an NRA honorary director from California who runs with his wife, Risty, in The Main Course every year, enjoys the sense of camaraderie among the runners. "I also like to run past McCormick Place—there are always restaurant people you know, cheering and waving," he adds.

A band and gaily-striped tents at the end of the course add to the festive atmosphere. The Main Course has earned its reputation as "the most hospitable race" by providing drinks, snacks and an opportunity for relaxation after the race, not only to runners but also to their families. The race sponsors responsible for this hospitality are the Miller Brewing Company, Pepsi-Cola Company, Quaker Oats, *Restaurant Business* magazine, Sunkist Soft Drinks and Tyson Foods, Inc.

Everyone who runs in The Main Course comes out ahead. First place prizes are awarded to the male and female with the best times, and additional awards are given to the top three men and women in each of 19 categories. Every runner receives a complimentary NRA Main Course T-shirt, plus a "goodie bag" of running gear contributed by The Main Course sponsors. Race finishers are also eligible for the "You-Don't-Have-to-Win-to-Win" contest, a random drawing offering a chance to win dinners for two at top Chicago restaurants or hotels and a grand prize round trip for two to Hawaii.

The fee for participating in The Main Course is $7.95. For a race application, contact Marge Whalen, NRA race director, 150 N. Michigan Ave., Suite 2000, Chicago, IL 60601; (312) 853-2525.

FLY AND SAVE

As the official carriers for the 1985 NRA Show, Delta Airlines and United Airlines have guaranteed the lowest fares possible from any city they serve. Book your flight directly by calling toll-free: Delta 1-800-241-6760, 1-800-282-8536 (Georgia); ask for NRA file no. D0078. United 1-800-521-4041; ask for NRA account no. 530K.

TUNE IN TO THE SHOW

Tune in to the NRA Show in the comfort and privacy of your own hotel room. Whether you're dressing in the morning or kicking off your shoes after a day of seminars and exhibit hopping, R-TV brings you information on program schedules and speakers plus interviews and live action from the exhibit floor.

New this year: A special 10:30 p.m. showing for those who miss the early morning and late afternoon programs. Other broadcast times are 5:00 p.m. and 6:10 p.m. on Saturday; Sunday through Tuesday R-TV also airs mornings at 7:00 and 8:10 and afternoons at 4:00 and 5:10.

EARN CREDITS

The American Dietetic Association will award continuing education credits for many educational programs offered at the NRA Show.

J. PETER GRACE TO SPEAK AT MEMBERSHIP MEETING

Members will officially elect NRA's chief officers for the year 1985–1986 at the annual membership meeting on Monday, May 20. NRA President Harris O. Machus will then introduce his successor as well as NRA's new vice president and treasurer.

NRA's Board of Directors has nominated Ted Balestreri, co-owner of Restaurants Central and the award-winning Sardine Factory in Monterey, CA, as president and chairman of the Board for the year beginning May 21, 1985. G. "Jim" Hasslocher, president and chairman of the board of Frontier Enterprises in San Antonio, TX, has been nominated NRA's new vice president. Michael Grisanti, president and chief executive officer of Grisanti, Inc., is slated to become NRA's next treasurer.

Preceding the election, J. Peter Grace, efficiency expert *par excellence*, will speak to the NRA membership. It has been a year since the commission he chaired for President Reagan—called the Private Sector Survey on Cost Control but known widely as the Grace Commission—produced a staggering 2,478 recommendations. Now, on his own time and with donated funds, Grace is fighting to implement them.

Grace's crusade is aimed at rallying the nation against what he sees as massive waste and inefficiency in government. Among the Grace Commission recommendations of greatest interest to the foodservice industry are those advocating the "privatization" of Defense Department commissaries and other federal food preparation and feeding services.

Since 1945, J. Peter Grace has been chairman and chief executive officer of W. R. Grace & Co., which he has built into a leading international company with worldwide interests in chemicals, natural resources and consumer services. Among its holdings, the company counts more than 900 restaurants.

The Washington Post has dubbed Grace "one of the fabulous characters of the American scene." He is a dynamo who works 17 hours a day, headquartered in his "Flying Office," a Boeing 727 equipped with desks, phones, photocopying machines and aides. To avoid wasting a single second, he wears two watches: Eastern Standard Time on the left wrist, the time where he happens to be on the right.

J. Peter Grace

AIR FORCE BASES TO RECEIVE HENNESSY AWARDS

Winners of the coveted Air Force Hennessy Awards will be announced at a special luncheon during the Show. For more than 25 years, the Air Force has awarded two traveling trophies, each one a 34-inch Revere sterling silver bowl, to bases demonstrating excellence in managing foodservice facilities for enlisted personnel. One trophy goes to the most deserving Air Force base with a single dining hall, while the other is awarded to one with multiple dining halls.

Tickets for the luncheon, priced at $35, are available from Ruth Tracy, Hennessy program coordinator, NRA, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

OPENING SESSION LOOKS AT THE BIG PICTURE

In his welcoming address on Sunday, May 19, NRA President Harris O. Machus will highlight the 1985 Show's special attractions. He will also discuss the political issues challenging the foodservice industry and emerging trends that will shape its future. "I see the opening session as a chance to talk to members about our activities of the past year and some of the exciting new programs NRA has introduced," says Machus.

Commentator Paul Harvey, who has been called "the burr under the saddle of the American conscience," will join Machus on the podium during the opening day program. Harvey's broadcasts and newspaper columns have entertained and informed millions of Americans. Delivered in a characteristic rapid-fire style, his frequently caustic comments defy categorization according to any simple political label. In his provocative, highly individual analysis of the news, Harvey declaims on subjects ranging from "government snoopervision" to "tendencies towards mediocrity in private enterprise."

Harvey is sole proprietor of the world's largest one-man news network, which provides him a forum composed of 897 U.S. radio stations plus an additional 400 stations of American Forces Radio around the world, 100 TV stations and 300 newspapers. His credentials include 10 honorary degrees and election to the National Association of Broadcasters Radio Hall of Fame.

To hear "the rest of the story" be sure to attend the opening day session.

IMPRESSIVE LINE-UP OF SPEAKERS FOR THEATRE SERIES

The NRA Theatre Series will feature a series of lively and entertaining presentations.

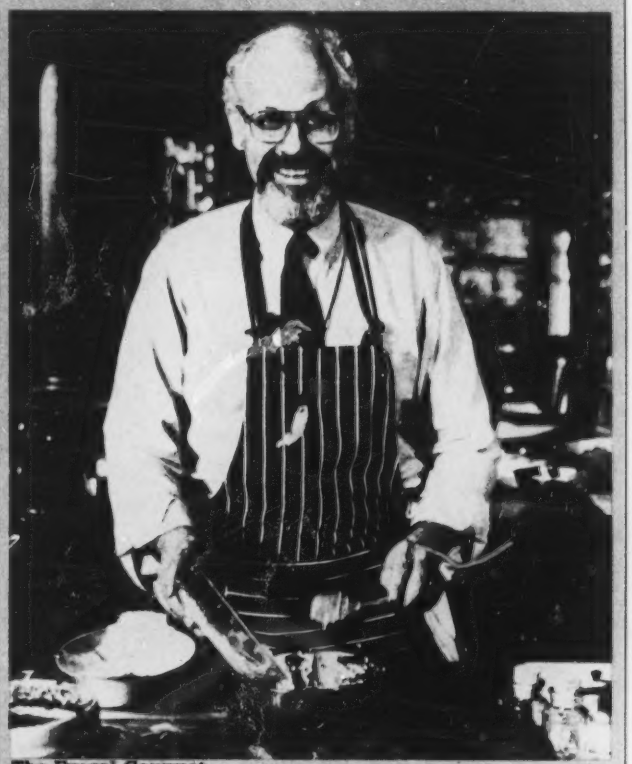
Calvin Trillin will delight listeners with his unorthodox views on American food. In addition to putting Arthur Bryant's Barbecue in Kansas City, MO, on the map as "the single best restaurant in the world," Trillin once launched a one-man campaign to replace the traditional Thanksgiving turkey (a dish not to his liking) with spaghetti carbonara. As a columnist for *The New Yorker* and *The Nation*, Trillin has sought out chicken wings in Buffalo, oysters in Delaware, catfish in Florida and barbecued mutton in western Kentucky. Although he defers modestly to "grown-up food writers," his credentials also include three food books: *American Fried; Alice, Let's Eat* and *Third Helpings*.

Calvin Trillin

Jeff Smith achieved national fame as "the frugal gourmet" with his popular television series and best-selling cookbook. Smith celebrates food as an art form, taking his audience on a tour of foods around the world and recounting the history of various dishes. Followers of his sensible approach will learn that good cooking need not be complicated, time-consuming or expensive.

Thomas Connellan, who has been called "one of the leading organizational development thinkers of our time," will tell his audience how to develop and maintain excellence in their operations. The author of four books, Connellan is president of The Management Group, Inc., a firm specializing in results-oriented techniques and employee motivation. In addition to making presentations on high-performance techniques to large firms, such as IBM, GE and Burger King, Connellan has aided small and medium-sized firms in handling rapid growth and developing appropriate management systems.

Billy and Joyce Burden, back for the second year in a row, will train listeners in memory techniques that will help them forget those days of groping for a customer's name.



The Frugal Gourmet

The Culinary "Olympics" wrap-up recaptures the excitement of the U.S. Culinary Team's gold-medal performance in the 1984 International Culinary Competition. If you didn't make it to Frankfurt, see the highlights of the seven-day contest on film. Team Manager Ferdinand Metz, Team Captain Richard Schneider and American Culinary Federation President Baron Galand will reminisce and answer questions.

If you have ever pondered the whys and what fors of the restaurant reviewing business, you won't want to miss **Stars and Gripes**—an illustrious panel discussion with *Food and Wine* Editor William Rice, Restaurant Advisor Howard Young and Roger Yaseen, president of the Confrerie de la Chaine des Rotisseurs. Find out what restaurant writers look for, how they go about reviewing and how restaurateurs react to reviewers.

There are other attractions in this year's theatre series, including

- Roger Dawson, who will share insights about your power sources and how you use them to negotiate successfully.
- Peter Harman and Don Smith, who will team up for a lively, down-to-earth presentation on ways to develop human resources.
- Dennis Fox, who will give a presentation called "You can sell me if you can speak my language."

Thomas Connellan

SALUTE TO THE STATES FUNDRAISER

Tony Bennett

To benefit its political education fund, NRA has organized a fundraising dinner/dance extravaganza called a "Salute to the States." The event, to be held on Saturday, May 18, at the Palmer House in Chicago, will feature the incomparable Tony Bennett and his Trio. Cost of admission is $150.

NRA's political education fund is designed to help foodservice operators participate in all areas of government.

For further information about this event or the political education fund, call Tom Kelley at NRA headquarters in Washington, DC (800-424-5156).

NRA WINE CLASSIC JUDGES

- **Jean T. Barrett** *Chicago Sun-Times*
- **Dan Berger** *San Diego Union*
- **Nathan Chroman** *Los Angeles Times*
- **Paul Coss** *The Broadmoor*
- **Kristine Curry** *Chicago Tribune*
- **Fred Dame** *Sardine Factory*
- **Bob Rohden** *Geja's Cafe*
- **Phil De Vito** *Salishan Lodge*
- **Patrick Fegan** *Chicago Magazine*
- **Bruce Galphin** *Atlanta Journal*
- **John Grisanti** *Grisanti's Restaurant*
- **Eric Hansen** *Kapula Bay Hotel*
- **Mort Hochstein** *Nation's Restaurant News*
- **Matt Kramer** *The Oregonian*
- **Joshua Wesson** *Hubert's*
- **Anders Westboe** *The University Club*
- **Kevin Zraly** *Windows on the World*
- **Mike Lonsford** *Houston Chronicle*
- **Jerry Mead** *Syndicated columnist*
- **Paul O'Connell** *Daily Herald*
- **Ed Osterland** *Restaurant Business Magazine*
- **Bill Pigatti** *Del Rio Restaurant*
- **Ross "Pete" Racine** *The Grand Mere*
- **Mary Ross** *The 95th*
- **Robert Rosellini** *The Other Place*
- **Paul Ryan** *Pierce's 1894 Restaurant*
- **Norm Roby** *The Wine Spectator*
- **Anthony Taylor** *The '21' Club*
- **Vittorio Treppo** *Williamsburg Inn*
- **Madeline Triffon** *La Fontaine Restaurant*
- **Alan Fields** *Helmsley Palace*

- **David Armanasco** *Chairman of judges*
- **Robert Weaver** *Technical director*

BEVERLY SILLS TO SPEAK AT FIRST LADIES LUNCHEON

At NRA's First Ladies Luncheon, America's most beloved opera star, Beverly Sills, will reveal the inner strength that has enabled her to deal with success and disappointment throughout her remarkable career. After singing starring roles in more than 100 operas and appearing on virtually every major stage in the United States and Europe, Sills began a new career as general director of the New York City Opera several years ago.

The luncheon will honor Elaine Machus, the wife of NRA President Harris O. Machus, and the spouses of former NRA presidents.

NRA

SATURDAY, MAY 18

8:00 a.m.
NRA Executive Seminar Series, registration and check-in for one-day and two-day programs. McCormick Place/lobby level.
9:00 a.m.–5:00 p.m.
Seminars with one-hour lunch break.

One-day seminars
- Computers in foodservice: A primer
- Creative merchandising techniques
- Menu development
- Increasing foodservice productivity

First day of two-day seminars (continued May 19)
- Planning and implementing restaurant marketing strategy
- Restaurant design and facilities planning
- Operational analysis
- Location! location! location!

10:30 a.m.–5:00 p.m.
Dealer/supplier press preview of exposition, McCormick Place
12:00 p.m.
Hennessy Awards luncheon, Palmer House (ticketed affair)
5:00 p.m./6:10 p.m.
R-TV on your hotel television

Salute to the States
Tony Bennett and his Trio, Palmer House (ticketed event)

SHOW SCHEDULE

SUNDAY, MAY 19

7:00 a.m.
R-TV on your hotel television
8:00 a.m.
• The Main Course at Buckingham Fountain (in Grant Park)
• NRA Executive Seminar Series, registration and check-in for one-day and two-day programs. McCormick Place/lobby level
8:10 a.m.
R-TV on your hotel television
9:00 a.m.–5:00 p.m.
Seminars with one-hour lunch break

One-day seminars
• Computers in foodservice: advanced technology
• Kitchen management
• Dining room management
• Employee motivation

Second day of two-day seminars
• Planning and implementing restaurant marketing strategy
• Restaurant design and facilities planning
• Operational analysis
• Location! location! location!
10:30 a.m.–6:00 p.m.
• Exposition open, McCormick Place
• Culinary Arts Salon, Chicago Room, upper level, McCormick Place
1:30 p.m.–3:30 p.m.
Opening day program, Arie Crown Theatre, McCormick Place
• *Musical warm-up: The Arbors* (1:30 p.m.)
• *Welcoming address:* NRA President Harris O. Machus (2:00 p.m.)
• *Keynote speech:* Paul Harvey
4:00 p.m./5:10 p.m.
R-TV on your hotel television
9:00 p.m.–1:00 a.m.
Convention Capers, Grand Ballroom, Palmer House
• Tommy James (of The Shondells)
• The Joe Cantafio Band

MONDAY, MAY 20

7:00 a.m./8:10 a.m
R-TV on your hotel television
9:30 a.m.–5:00 p.m.
• Exposition open, McCormick Place
• Culinary Arts Salon, Chicago Room, upper level, McCormick Place.
10:30 a.m.–4:00 p.m.
NRA Wine Classic, Lindheimer Room, McCormick Place
10:30 a.m.–noon
NRA Theatre Series, McCormick Place
• Calvin Trillin
• Stars and gripes: Panel of restaurant experts, including William Rice, Howard Young and Roger Yaseen
• Billy and Joyce Burden

Management clinics, McCormick Place
• How does your restaurant "feel," (Tom Costello)
• Everybody wins
• CHART presentation I
• Success profiles
11:30 a.m.
First Ladies Luncheon, Chicago Marriott Hotel (ticketed event); *Speaker:* Beverly Sills
2:00 p.m.
NRA Theatre Series, McCormick Place
Billy and Joyce Burden (continuation of morning session)
2:00 p.m.
Annual NRA membership meeting, Drury Lane Theatre, McCormick Place
• *Election of officers*
• *Speaker:* J. Peter Grace
2:00 p.m.
Management clinics, McCormick Place
• This little fishy went to market
• Tourism: Creating new customers
• CHART Presentation II
• Woman as "boss" (panel)
4:00 p.m./5:10 p.m.
R-TV on your hotel television
9:00 p.m.–1:00 a.m.
Convention Capers, Grand Ballroom, Palmer House
• The Charly McClain Show
• Buck's Stove and Range Company

TUESDAY, MAY 21

7:00 a.m./8:10 a.m.
R-TV on your hotel television
9:30 a.m.–5:00 p.m.
Exposition open, McCormick Place
10:30 a.m.–4:00 p.m.
NRA Wine Classic, Lindheimer Room, McCormick Place
10:30 a.m.–noon
NRA theatre series, McCormick Place
• Jeff Smith ("The Frugal Gourmet")
• Thomas Connellan
• Teaching employers to be better employers (Peter Harman and Don Smith)

Management clinics, McCormick Place
• Light and low
• Older workers in the foodservice industry
• CHART presentation III
• Waste not, spend less
2:00 p.m.
NRA theatre series, McCormick Place
• Dennis Fox: You can sell me if you speak my language
• Culinary "Olympics" wrap-up
• Roger Dawson: The art of negotiating

Management clinics, McCormick Place
• Vegetables nouveau
• CHART presentation IV
• Great potential employees: Skill-trained persons with disabilities
4:00 p.m./5:10 p.m.
R-TV on your hotel television
7:00 p.m.
NRA Grand Banquet and Show, Hyatt Regency Chicago (ticketed event) Featuring Paul Anka

WEDNESDAY, MAY 22

9:30 a.m.–3:00 p.m.
Exposition open, McCormick Place
10:30 a.m.
Management clinics, McCormick Place
• A change in attitude puts dollars in your pocket
• CHART presentation V
• Here come the judges

THE MANAGEMENT CLINIC GETS DOWN TO BASICS

Workshops in NRA's Management Clinic take restaurant professionals back to basics—that is, the basic principles they need for staying power in today's competitive market. So get ready for a great lineup of nuts-and-bolts sessions.

Everybody wins. A presentation in cooperation with the National Alliance of Business will show how the Targeted Jobs Tax Credit (TJTC) and other government incentives can pay off both for you and qualified trainees.

CHART presentations. In a series of five informative sessions, the Council of Hotel and Restaurant Trainers (CHART) will make you an expert on human resource development.

Success profiles. Consultant Ted Thelander will discuss new research that leads to impressive results by applying a reading of personality traits to the process of hiring and training.

This little fishy went to market. But the other little fishy stayed home. Why will customers buy one product and not the other? Researcher Bob Lewis of the University of Massachusetts has the answers.

Tourism: creating new customers. The University of Tennessee's Mike Evans offers convincing evidence that your efforts to stimulate tourism will benefit not only the community but also your own business.

Woman as "boss". A panel discussion, co-sponsored with the Roundtable for Women in Foodservice, explores the expanding managerial role of women. It will cover practical strategies, risk taking, monitoring, networking and turning negatives into positives.

Light and low. Why put lighter, lower calorie and more healthful items on your menu? A panel, moderated by NRA director Steve Huse of Noble Roman's, and including Anthony Chan of Xian Express and Tom Bloom of the Culinary Institute of America, shows why this national trend makes good nutritional and business sense.

Older workers in the foodservice industry. Robert Reid of the Virginia Polytechnic Institute explains how to draw on the growing percentage of older workers as the number of young workers declines. This workshop was prepared jointly with the Council on Hotel, Restaurant and Institutional Education (CHRIE).

Waste not, spend less. A panel of foodservice energy specialists will show you how to cut costs, using the results of NRA's Project on Restaurant Energy Performance as a guide.

Vegetables nouveau. Purple kale, yellow tomatoes, peppers of every hue? No, your eyes are not deceiving you. Produce expert Andrew Udelson will introduce you to the exotic array of new fruits and vegetables and explain how they can jazz up your menu.

Great potential employees: skill-trained persons with disabilities. An expert panel drawn from government agencies and the foodservice industry will show why hiring people with disabilities may be a smart move. In fact, these people may turn out to be some of your most willing, reliable employees.

A change in attitude puts dollars in your pocket. Your attitude has a direct effect on the attitudes of employees, says Susan Clarke in this back-to-basics program. She will also emphasize the importance of hospitality, image, service techniques and guest relations.

Here come the judges. Following two days of tasting at the NRA Wine Classic, some of the country's top wine experts will be on hand to field your questions on wine.

PAUL ANKA ON STAGE FOR BANQUET

Songwriter and vocalist Paul Anka, who started his career with the smash hit "Diana" in 1956 and went on to write and croon such classics as "My way" and "Put your head on my shoulder," will be the featured entertainer at the Grand Banquet and Show. Anka will delight guests at the festivities, with hits spanning the last three decades. Kip Addotta, a comedian who has appeared many times on "The Tonight Show" and hosted his own cable television comedy program, will also perform.

Held in honor of the incoming NRA president, the Grand Banquet and Show is the grand finale to the world's greatest hospitality show. The admission tickets cover a reception, a gourmet dinner, continuous music and dancing to the Dick Judson Orchestra and, of course, the extraordinary Paul Anka Show. To obtain tickets at $100 each, contact Philip Kralovec, NRA, 150 N. Michigan Ave., Chicago, IL 60601; (312) 853-2525.

TOP PERFORMERS SIGNED FOR CONVENTION CAPERS

Kick up your heels or just sit back and relax at the Convention Capers, a two-night extravaganza of dancing and top-flight entertainment offered at no extra charge to Show participants. An NRA badge is all you'll need to join the festivities in the Grand Ballroom, Palmer House.

Remember "Crimson and clover"? How about "Crystal blue persuasion"? Those songs are just a sampling of the golden oldies you'll hear when Tommy James (yes, he was with The Shondells) entertains the Convention Capers crowd on Sunday, May 19. Then get ready for The Joe Cantafio Band—formerly known as Jade—to sing rock and roll favorites of the past three decades. Back for an unprecedented third year, the band is better than ever.

Country sounds will be in the air as the Convention Capers continue the following night. One of today's top female vocalists, Charly McClain, blends traditional country rhythms with a bright, contemporary feeling in such numbers as "Who's cheatin' who" and "Sentimental Old You." And when Buck's Stove and Range Company plays, it's some of the best country bluegrass you'll ever hear.

Buck Stove and Range Co.

Charley McClain

CULINARY ARTS SALON CELEBRATES FIFTEENTH BIRTHDAY

After 15 years, NRA's Culinary Arts Salon is still going strong. Once again, several hundred chefs, apprentices and students will display their culinary skills in a stunningly beautiful cold food competition.

Eminent chefs and other foodservice professionals will evaluate hundreds of entries and select winners in the following categories: Grand Prize of the Entire Show, Grand Prize—Pastry Display, Best of the Show, Most Original Piece of the Show, Judges' Special Award and Best Entry from a Junior Culinarian. The NRA Culinary Arts Salon is endorsed by the American Culinary Federation and the Chefs of Cuisine Association of Chicago.

The deadline for entering the competition is May 1. The application fee is $25. If you are interested, contact Lori Pritzker, NRA, 150 N. Michigan Ave., Chicago, IL 60601; (312) 853-2525.

NO SHORT STRAWS AT NRA SEMINARS

An even dozen of NRA's most popular seminars illustrates this year's theme: "In foodservice, you can't depend on the luck of the draw." To build the expertise you'll need to beat the odds, choose among eight one-day seminars and four two-day seminars offered Saturday, May 21, and Sunday, May 22. They're designed to perfect the skills of the seasoned restaurateur as well as the novice. Registration and check-in take place at 8:00 a.m. on the morning the seminar begins.

The cost ranges from $95 to $185 for the one-day seminars and from $310 to $390 for those lasting two days. Except for a few of the one-day sessions, special rates are offered when two or more representatives of a company attend the same seminar.

For details, contact NRA, Education Programs Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

ONE-DAY SEMINARS . . .

Computers in foodservice: A primer. Find out how the new technology can help you cut costs and maximize profits.

Creative merchandising techniques. Master simple, effective and inexpensive merchandising techniques that can dazzle your customers and daze the competition.

Menu development. Learn how to make your operation's menu an unparalleled sales and marketing tool.

Increasing foodservice productivity. Collect tips that will increase efficiency from the back of the house to the front in any foodservice operation.

Computers in foodservice: advanced technology. Learn how to use your computer to its fullest potential and survey the latest developments in hardware, software and integrated system design.

Kitchen management. Listen to easily implemented, money-saving techniques for improving productivity and efficiency in the back of the house.

Dining room management. Acquire advanced skills in running a successful dining room operation.

Employee motivation. Find out how to recognize—and hire—the motivated applicant as well as how to motivate the employees you already have.

TWO-DAY SEMINARS

Planning and implementing restaurant marketing strategy. Get the scoop on building a marketing program suited to your operation.

Restaurant design and facilities planning. Learn to avoid costly mistakes and get the results you want by controlling your project.

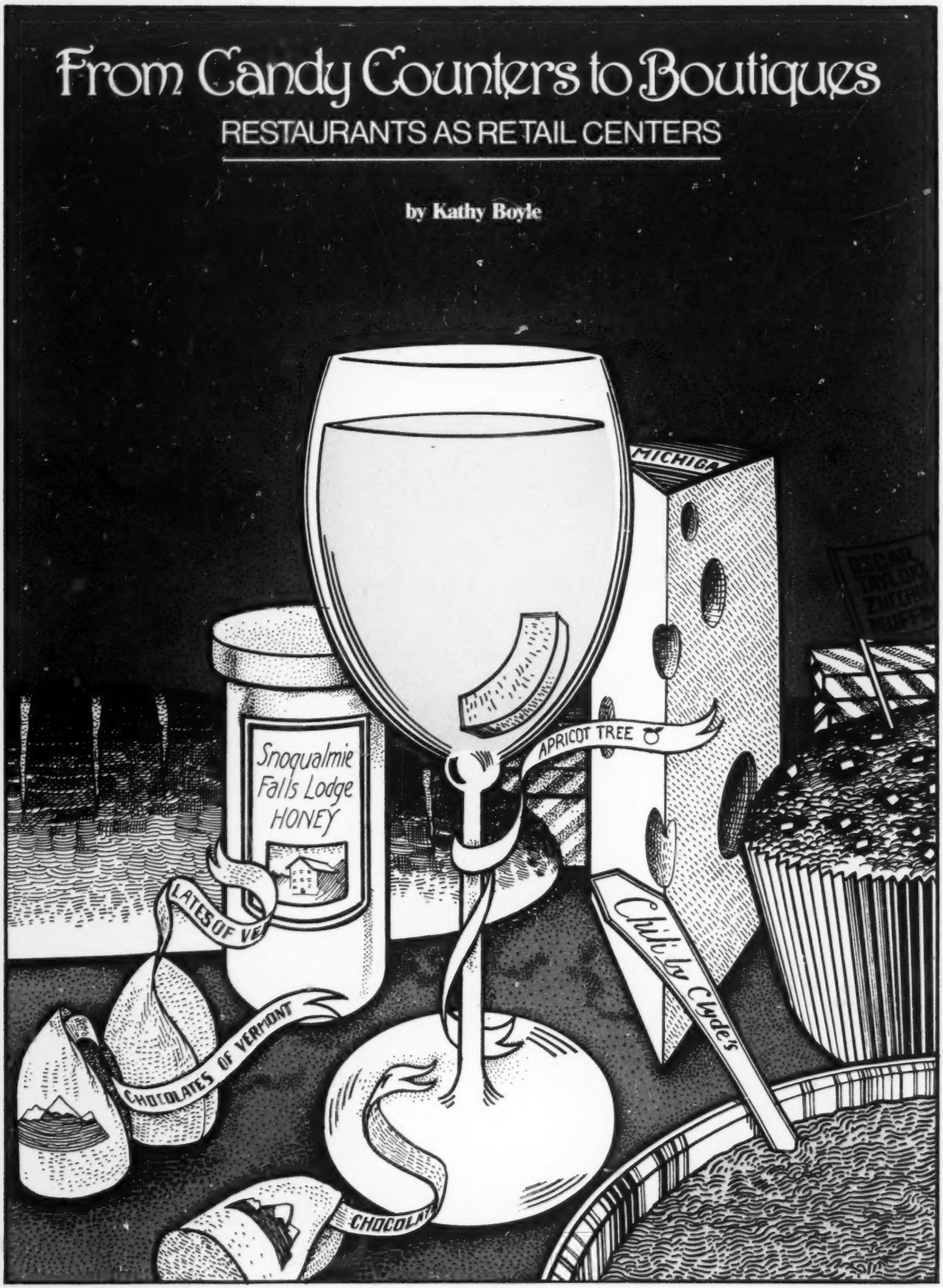
Operational analysis. Use in-depth procedures to analyze your operation, from financial and sales data to labor and food costs.

Location! location! location! Confront—and conquer—the problems of starting a new operation.

From Candy Counters to Boutiques

RESTAURANTS AS RETAIL CENTERS

by Kathy Boyle



Remember the lackluster candy and gum counter with a few foil-wrapped mints, Lifesavers and Wrigley's gum? Today, that small area of restaurant floor space is being revolutionized. Innovative entrepreneurs are turning this space into lively boutiques to sell their own bottled, frozen or canned products or a line of gift items. With elegant chocolates, gourmet sauces and souvenirs based around the restaurant's theme, enterprising operators are making dollars.

A marketing tool becomes a profit center . . .

When Oscar Taylor's prime rib and steak restaurant opened in an affluent northern Phoenix shopping center in September 1980, customers walked by an exhibition butcher area and bakery on their way to their seats. From their tables, customers could watch and smell zucchini muffins and carrot cakes being made. Just six months later, the demand became so great for items to take home, "we had to break out a wall," explains Terry Cera, manager of public relations for Oscar Taylor's. At the same time, the restaurant added a second entrance on the other side of the exhibition area to open into the shopping center. The cost of physically expanding was not high, simply the cost of knocking out a wall, installing some shelving, paying for a little redecorating and the bakery entrance opening at 8 a.m. instead of 11 a.m., when the restaurant opens.

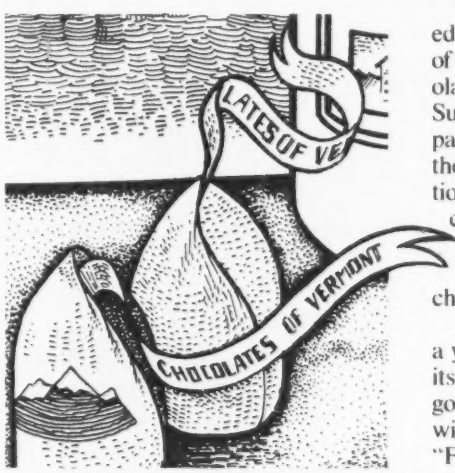
In addition to baked goods, the Upper Crust area, as it is now known, sells a variety of other take-home items, such as barbecue sauce, jams, mustards, zucchini relish and strawberry preserves. Cera estimates that 15 percent of the business at the location is retail sales, or roughly $800,000.

The unexpected success of a retail sales area quickly spread to the 16 other restaurants operated by the company. In some operations there was physically not enough space to add a retail area. "In place of the old hostess stand, we added refrigerated cases to display our carrot cake and other specialty items," explains Cera.

Kathy Boyle is a free-lance writer in the Washington, DC, area who frequently writes on foodservice topics for ***NRA NEWS****.*

To keep up with growing demand, Oscar Taylor's purchased a production bakery. Items are made fresh at the bakery and sent to the restaurants, except for certain items like zucchini batter and croissants, which are sent ready to be cooked. "Customers are encouraged to order from our bakery; the item is then delivered to the restaurant that is most convenient for the customer," says Cera. "Now when the company expands, we automatically build a retail market into it." At the most recent company addition, the market sells entrees, specialty items, cheeses and the restaurant's own preservative-free, bottled sauces.

It is possible to overstretch one's resources, however. Oscar Taylor's found out the hard way when it took 800 square feet of space in a shopping center to sell chocolate. "It was too much of a strain on our bakery people," Cera recalls. "It was a different line of business, and we had to close it."



The sweet success of chocolate . . .

The Ice House Restaurant in Burlington, VT, however, has made a great success of the chocolate business. Ice House owner Jim Lampman wanted top-of-the-line luxury chocolates for both his dessert menu and to serve at the cashier area. So he began researching and sampling products. When the search for the perfect truffle was over, Lampman found himself in the chocolate business as owner of the Champlain Chocolate Company.

"When we began researching the market, we saw a lot of fancy boxes and promotions featuring glamour and moonlit nights, but little high quality chocolate," Lampman recalls. So he and his former pastry chef, Tad Spurgeon, began experimenting with truffle recipes and found one that was a success. The truffles are made from 100 percent Callebaut chocolate from Belgium, VT, heavy cream, sweet butter and special flavors. No preservatives, additives, extenders or artificial ingredients are used. Current truffle flavors include Grand Marnier, French roast, Amaretto praline, cappuccino, raspberry, walnut, champagne orange and vanilla malt.

The truffles have been so popular that four months after piloting the first line of chocolates the Champlain Chocolate Company introduced a second product line, Chocolates of Vermont. These are a more traditional line of molded, foil wrapped chocolates, but the scenes carved into the molds are reminiscent of Vermont; the "Green Mountain" chocolates—almonds and raisins inside a mixture of dark milk chocolate—are even snowcapped in white chocolate.

"Two-and-a-half years ago we started with a cabinet in the entry lounge of our oyster bar to display the chocolates," observes marketing manager Suzanne Mekler. "Now we greatly expanded the space to make room for the demand. It has been a good addition to the total business. People come in for chocolates, and then go to the restaurant or vice versa. On Valentine's Day we did $3,000 in chocolate sales alone."

As often happens with a good idea, a year ago, the Ice House expanded its retail selections by featuring other gourmet foods, salads, cheeses, wines and souvenirs of Vermont in a "Food Discovery" section next door to the restaurant. "In the summertime we are extremely busy. Because people have to wait, they often go into the Food Discovery," Mekler says.

There has been other expansion as well. Lampman markets his chocolates to retail accounts, mostly specialty food stores and corporate buyers, and has developed a mail order program that ships anywhere in the U.S. Because truffles should be displayed in a temperature-controlled case in order to preserve their freshness, the Champlain Chocolate Company has worked with a local craftsperson to design a cabinet with a compressor. This cabinet sells for $3,500, and seven or eight have already been sold.

Catalog sales build on success of restaurant's image

The Snoqualomie Falls Lodge, a 140-seat restaurant overlooking breathtaking Snoqualomie Falls, WA, is a 68-year Northwest tradition. Known for its "world-famous farm breakfast," the lodge has been selling a line of its own products for about 30 years. Within the past two years, however, partners Bob Bartell and Lee Alexander purchased the exclusive marketing rights for Snoqualomie Falls Products and formed a separate company, Snoqualomie Falls Lodge Gifts, Inc. The advantage to separating the products business and the foodservice operation, according to Lee Alexander, was marketing. Alexander quickly moved the small line of products, which had been exclusively sold in the small gift area adjacent to the lodge, into a wider market via a product catalog.

"We wanted to translate the good feelings created by the world-famous breakfast at the lodge into something the customer could recreate," says Alexander. The result was a successful catalog with 18 different gift packs. They range from a $7.95 pack to the $15,000 "Fun Fantasia Dream Breakfast for Two." For the $15,000, two adults are entitled to fly to Seattle from anywhere in the world. They are met by limousine and whisked away to five-star gourmet meals, including a farm breakfast at the lodge. Also included are a deluxe hotel suite and a private helicopter tour of the Pacific Northwest. Although Snoqualomie Falls Lodge Gifts didn't sell the $15,000 version last year, there are plans to give a mini-dream breakfast away this year to spark interest.

Most of the gift pack products center around the lodge's breakfast items, especially the old fashioned, hard-rolled oatmeal pancake and biscuit mix, fresh fruit preserves, syrup and honey but Northwest smoked salmon, apples and spices for chicken and seafood used at the lodge round out the choices. "By combining the quality products into gift packs, rather than selling them individually, we created something people were willing to pay a little more for," says Alexander. "In other words, the sum of the whole is greater than the parts."

"If you know anything about the catalog business, you know that you don't make much your first year out," says Alexander. "We consider we were very successful getting about a three percent return rate on our 100,000 catalogs when the industry rule of thumb return is only about two percent."

Located in the second busiest park in the State of Washington, Snoqualomie Falls Lodge Gifts plans to tap into the large summertime population in building a larger national clientele. The company is also purchasing mailing lists.

Currently, the Snoqualomie Falls Lodge Gifts works closely with non-profit community organizations, allowing the non-profit groups to sell the products as a fundraiser. And, finally, leaving no stone unturned, Alexander has begun limited marketing of the products in Northwest supermarkets.

A showcase for products . . .

The venerable French caviar firm, Petrossian, opened what possibly may be one of the most upscale candy and gum counter boutiques to date, adjacent to its resplendently furnished New York City restaurant in historic Alwyn Court. "We were looking for another distribution method. The boutique and tasting counter provides a perfect showcase for our products and the special art of living they convey," explains Christian Petrossian, president and chairman of Petrossian.

The product boutique and tasting counter is separated from the restaurant by plants, and guests must walk through the area to enter the restaurant. Caviar, smoked salmon, sauces in jars, foie gras and truffles can be sampled at the tasting counter. The products average about 40 percent of the restaurant's sales, says Petrossian, who explains that he only adds a 10 to 20 percent markup on the products for customers who eat in the restaurant.

Food boutiques in hotels, too . . .

Developers of the Amway Grand Plaza Hotel in Grand Rapids, MI, decided that a gourmet retail shop would complement the hotel's seven restaurants and room service. The shop, called Cornucopia, gives hotel guests and visitors an opportunity to buy breads, pastries, quiches and salads fresh from the hotel's kitchens. In addition, the shop has a Michigan theme and features quality Michigan brownwood mustards, American spoon jams and locally famous Treetop Farms cherries and blueberries along with venison pate. The store also carries a line of Dutch gourmet items, meats and cheeses. Connected by skywalks to office buildings, the shop does a tremendous volume of breakfast and lunch business. "Our Christmas business doubled this year," says Ted Novakowski, manager of Cornucopia. "We developed a newsletter which is mailed out every other month to about 12,000 professional people in the area."

Novakowski notes that local customers travel 40 to 50 miles to pickup some special item or fresh breads, and the Amway Grand Plaza has a free parking area across the street for Cornucopia customers.

Gift areas can offset seasonal shift in sales . . .

The 250-seat Apricot Tree Restaurant, off Interstate 5 in Firebaugh, CA, halfway between San Francisco and Bakersfield in the rural San Joachin valley, draws tourists and two or three tour buses a week during the busy summer season. To augment restaurant sales, the Apricot Tree runs a flourishing "apricot theme" gift shop, which grosses $40,000 to $60,000 a month during the summer.

Besides a variety of apricot jams under their own label, there is a wide assortment of apricot and fruit wines from local California wineries. "We always offer samples of the wines to guests in the restaurant," explains Richard Birch, manager. "The samples enhance sales of the gift shop, as travellers can order the wines from the gift shop to be brought to their table and added to their restaurant bill."

There are apricot wine glasses that can accompany the wine. These feature an etched apricot tree or a silk screen colored version. There also are apricot wine mugs and ashtrays with the Apricot Tree logo, as well as an assortment of high-ticket plush animals. A popular new addition to the gift shop is a fresh butter and cream fudge making machine. Besides attractively packaged tin containers of fudge, customers can order homemade fudge cones. On Valentine's Day, personalized hearts of fudge were a big seller, and fudge Easter eggs are also in the works.

"The majority of our customers come in for the restaurant, but they end up spending some time in the gift shop," notes Birch. "Those customers that drop in just for the gift shop often end up staying to eat at the restaurant. So it works both ways." Overall, the gift shop has less seasonal shift in sales than the restaurant. "For example, if restaurant sales drop 25 percent between summer and winter," says Birch, "the gift shop may only drop 10 to 15 percent."

Fixings for a barbecue picnic . . .

Because Wolfe's barbecue has been the famous menu mainstay at Wolfe's Bar-B-Q restaurant in Evansville, IN, for several generations, it found its way into grocery stores nearly 25 years ago. Impulse buyers can still buy the restaurant's frozen product from freezer units adjacent to the restaurant, but retail sales focus more on a picnic theme. "We want to provide people with everything they may need for a picnic—plastic cutlery, plates, napkins and items which go with barbecue, such as pickles, chips and breads." The latest invention in one-stop picnicking helpers are Wolfe's own bags of hickory wood chips (the same kind they use in the restaurant to cook the barbecue). "We package the wood chips under our own label in small, three-pound bags with instructions on how to use them for the best barbecue. It seemed to be a natural addition to our theme and has done very well."

Boutique items can provide free advertising . . .

"I guess it all began when we pinned up a Clyde's T-shirt behind the cash register 17 or 18 years ago," according to restaurateur John Laytham, co-owner of Clyde's, the popular Washington, DC, watering hole. "It was a lark, but it really took off," Laytham recalls. "In fact, today our political T-shirt with an elephant and a donkey might be seen on the streets of Bangkok or down the slopes of Aspen."

In addition to the Clyde's sweatshirts, belt buckles and beach towels, Clyde's also packages its own brand of chili con carne (even sold in six-packs).

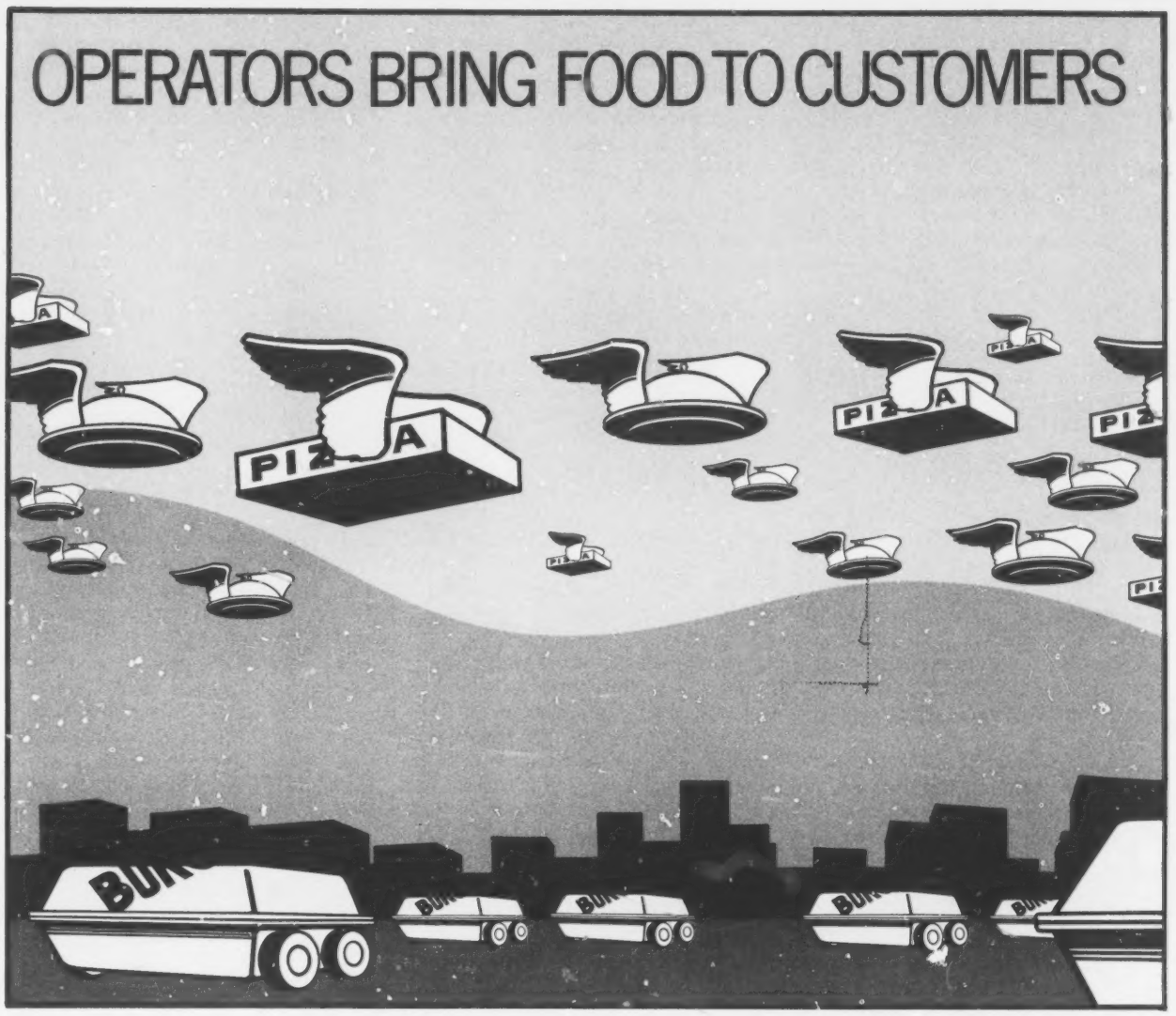
Britches of Georgetown, a popular men's clothing store a few doors away, became a co-marketer of Clyde's chili. Today, the chili is sold in every one of the 20 Britches clothing stores. Adding up the totals, "we did about $100,000 at the four restaurants last year," says Laytham, "and another $100,000 outside of the restaurant on these gift and food items. We have almost a 100 percent markup on the items. For example, if we buy a T-shirt for $3 we sell it for $6, and we make $1.10 on every can of chili."

Earlier this year, when Clyde's cut through another entrance at the Georgetown restaurant to open onto a new shopping mall, they added a display area for their gift and food items in the entranceway. According to Laytham, "We added the entrance to expose ourselves to 1,000 to 5,000 potential customers each day."

In sum . . .

A product or gift selling area works best when it is a natural extension of something the restaurant already does well, whether it is an established theme, an already successful line of baked items, famous chili or well-known caviar.

OPERATORS BRING FOOD TO CUSTOMERS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both services is the same—to bring our food to customers who don't have the time or opportunity to come into our restaurants. We're finding there are more and more of these customers."

Computerized home delivery . . .

Pantera's Corporation (Florissant, MO), the company behind 59 Pantera's units, concentrated in the St. Louis area, has computerized its home delivery system to maximize efficiency. The computerized order-taking center documents every pizza ordered from each Pantera's outlet. The system works this way: A customer calls a centralized order-taking center, where the order is taken by one of 30 terminal operators. The operator also asks the customer a series of questions to facilitate delivery, such as: "What is the fastest route to your home? Does your house have any distinctive characteristics that may help our driver to recognize it easily, such as a statue on the lawn or a green Chevy in the driveway?" Responses are then entered into the computer. The next time the customer calls, the computer operator can simply retrieve the stored information and dispatch a driver.

The advantages to the system are numerous, according to Franklin Allen, president and chairman of Pantera's. "First and foremost, our computerized system saves time," explains Allen. "If a customer is ordering a pizza for the first time, the order takes no more than a minute and a half to process. That person is then entered into the computer's memory. Any subsequent orders take no more than 20 seconds, tops."

Not only is Pantera's home delivery service efficient, points out Allen, but, since all orders are processed at one central location, customers need to memorize only one telephone number. The computer center's phone number is the focal point of the company's advertising campaign. "Every bus in St. Louis has our phone number on it—in numbers eight-feet high," he boasts. "Our number is flashed on screens and sung in jingles throughout the city." Although the system has only been in place since December, Allen predicts the time will come when "every bellhop, every cab driver, every person on the street will be able to rattle Pantera's phone number right off the top of their heads."

Allen says the success of the service thus far is directly related to the increased value customers have been forced to place on their time. But people's expectations about the quality of food aren't lessened simply because they're eating it at home. In fact, he has observed that customers have become more discriminating than ever. "They expect the same quality in food brought to their homes as they do in food served at a restaurant," he says. To assure that these expectations are met, Pantera uses the computer to monitor customer satisfaction. If a customer makes only one order in a long period of time, Pantera calls to find out why.

Home delivery via air . . .

Although most companies establish a limited mile radius for their home delivery service, some offer home delivery nationwide. Companies that produce distinctive signature items, such as White Castle, Inc. (Columbus, OH), which is famous for its tiny, square, "slider" hamburgers, are finding that home delivery via air is an ideal way to broaden their market range.

"We call our home delivery service 'Hamburgers to Fly,' " says Bob Goldberg, assistant director of marketing for White Castle. Goldberg says the company's signature hamburgers are cooked, frozen and packaged in dry ice. The burgers are then sent by overnight express mail to any location in the United States.

"The service is tremendously popular," he says. "There are many people who grew up on our hamburgers, then moved away from our marketing area and couldn't get them. These are the same people who are now making more money than ever before—money they can spend the way they want to. Rather than coming back to Illinois or Ohio for our burgers, these people can afford to have them delivered to their doorstep." Goldberg estimates that approximately 350,000 burgers were shipped nationwide last year.

"Shore to Door in 24" is the slogan which Legal Sea Foods (Boston, MA) uses to advertise its nationwide home delivery service. Legal Sea Foods, which operates four restaurants in Boston, has earned a national reputation for its fresh seafood. In response to continuous requests from satisfied customers, two years ago the company decided to ship its fresh products to points nationwide.

"People who receive these packages are just bowled over," says Douglas Van Norden, director of mail order marketing and sales, "especially if they live in a landlocked region, such as the Midwest." Van Norden says the primary users of the service are—again—the "baby boomers," professionals who know what they want and are willing to pay for it.

Bringing customers to the food

"Instead of bringing the food to the customers, we bring the customers to the food," quips Adelina Calahan, owner of La Fonda restaurant in Washington, DC. La Fonda has joined forces with a neighboring establishment, El Bodegon, in organizing a free shuttle service to and from nearby office buildings during lunch hour.

Calahan says the restaurants decided to implement the service last year when the parking lot adjacent to both restaurants was sold. "Customers had to park on the streets and were getting ticketed or towed away," she explains. "Our lunch business took a nose dive." So the owners of La Fonda and El Bodegon pooled their resources, purchased a 14-seat van and hired a chauffeur. Calahan says the convenience and novelty of the service have created a lunchtime business boom. The van, emblazoned with the logos of both restaurants, makes an average of two trips daily to pick up groups of people whose offices are within a five-mile radius.

Malisa Tripodi, president and co-owner of El Bodegon, feels the shuttle service is right on target with the demands of the surrounding business community. "Our customers are busy people," she says. "Lunchtime has become worktime, especially here in Washington. Our shuttle service saves valuable time for our patrons—*and* it makes them feel important." She says the shuttle will travel longer distances on occasion to transport regular customers, and it is frequently dispatched during the dinner hour as well.

STRICTER RECORDKEEPING REQUIREMENTS FOR SOME BUSINESS EXPENSES

As we went to press, the 1984 auto log rules were repealed by both the House and the Senate. The details remain to be worked out.

by Richard J. Power, Esq.

With 1984 taxes now out of the way for most taxpayers, it is not too soon to begin thinking about next year's return. Here are some pointers to make sure your recordkeeping practices are in line with new requirements.

Beginning this year, restaurant owners and other business men and women face stricter recordkeeping requirements for automobile and other equipment expenses claimed as tax deductions. Tax benefits are severely curtailed on vehicles and computers which are used partly for business and partly for personal purposes.

Generally, the Tax Reform Act of 1984

- *imposed strict recordkeeping requirements on all travel and entertainment expenses.*
- *limited the amount of investment tax credit (ITC) and depreciation deductions allowed for business cars.*
- *drew a bold line between the deductibility of automobiles used more than 50 percent for business and those used less than 50 percent.*

Where business use is 50 percent or less, the property will not qualify for ITC and the business part will be depreciated using the straight line method over extended recovery periods, i.e., a 12-year straight-line recovery period would apply to computers, a five-year period to autos.

Recordkeeping rules more detailed . . .

The automobile recordkeeping rules in the 1984 Act caused the greatest hue and cry among business taxpayers and their lobbying groups in Washington. Whereas a businessperson was formerly required to supply only "adequate records" to substantiate business uses of automobiles, the 1984 Act requires maintenance of "adequate contemporaneous records." The taxpayer is required to provide receipts for all expenditures, such as gas, oil, repairs, purchase price of the auto and so forth, and must keep a detailed daily mileage log showing driver's name, business purpose for use of the auto (i.e., "meeting with client X" or "sales presentation to customer Y"), miles driven and date.

The act imposes a similar requirement with respect to business use of home computer equipment. A business expense log must indicate user's name, business purpose for each use, i.e., name of client and specific project worked on, amount of time machine is in use and the date.

The use of a daily log establishes the proper percentage of tax-deductible business use. The computer log should account for personal as well as business use so that the proper apportionment of use may be made. This is not necessary for the automobile log, though; just record the beginning and end-of-year odometer readings. Entries must be made at or near the time of the business use. However, an auto "round trip" may be accounted for by a single entry.

IRS has taken steps to relieve some of the burden of the recordkeeping requirement. Taxpayers who use their autos regularly to call on customers, make deliveries and so forth may take a flat 70 percent business deduction or record only personal use in the log. A truck used in the same manner would be allowed an 80 percent business deduction.

Vehicles used solely for business which remain at the employer's business premises during non-business hours are exempt from recordkeeping.

Personal use by employees—non-cash fringe . . .

IRS also reduces the recordkeeping requirement on a business vehicle where the amount of personal use is limited to commuting by an employee. The employee's personal use would be considered a non-cash fringe benefit deemed to be wages. This means that the value of the personal use of the auto must be reported as income to the employee, and the employer must withhold and pay taxes on this income. Withholding may be at the same percentage as the employee's primary compensation or at a flat 20 percent rate accorded supplemental wages.

The dollar value of the personal use of the company car may be determined under general valuation principles or by reference to an annual lease value table set out in the IRS fringe benefit regulation. The table establishes lease values based on the automobile fair market value on the date the auto is made available for use. The table sets the annual lease value of a $10,000 car, for example, at $3,100, a $20,000 car at $5,600 and a $30,000 car at $8,250. These lease values are safe harbor values which the IRS will not question.

Taxpayers will have to attach a statement to their tax returns confirming that they have maintained the proper contemporaneous records supporting claimed deductions and credits. They will also be required to provide their tax return preparers with written confirmation that they have maintained such records, and the return preparer must obtain this confirmation before signing the return.

Of course, there are presently bills in both the Senate and the House that could change all the rules on recordkeeping. But the prudent action by any taxpayer is to keep contemporaneous records of automobile and computer expenses during 1985. ❑

Richard J. Power is a practicing tax attorney in the Washington, D.C. area. His list of clients includes several restaurants.

THE 12 COMMANDMENTS OF THE FAMILY BUSINESS

by Leon A. Danco, Ph. D.

After working for many years with privately-held businesses, I have come to the conclusion that the salvation of a company lies in a specific set of rules. The operators I know are usually God-fearing people, but they are often business atheists. They say there is no way that anybody can tell them what they should do. They could profit from a set of business rules.

I call these rules "The 12 Commandments of the Family Business." They are not suggestions. If people were intended to lead a permissive life, God would have given Moses 10 suggestions. The parallel holds. I often explain these 12 commandments to groups of business men and women in the hope of finding one or two believers.

Leon A. Danco is president of University Services Institute in Cleveland, OH, and author of three books on family-owned businesses: "Inside the Family Business," "Outside Directors in the Family-Owned Business" and "Beyond Survival: A Guide for the Business Owner and His Family." Danco presented these edited remarks at NRA's First National Conference for Independent Operators earlier this year.

Commandment 1 . . .

The first commandment is **Thou Shalt Share Thy Dream with Thy Family.** When you started your business, you had it all in your head—the type of place, the standards, the feeling of ownership, the feeling of success. You have worked for years to realize that dream. When things went wrong, it was that dream that kept you going. As a consultant, owners tell me about these dreams, but they don't tell their spouses, their children or their employees.

When you don't share your dreams with your children, your spouse and your business family, they develop a negative opinion about what you do. They hear about the bad things. They know when you have a bad day or when business keeps you away from them, but they don't know about the dream that makes it worthwhile and the corporate philosophy that makes you so great. If you expect them to put their hearts and souls into your business, you have to share the dream with them. You have to treat them as partners. You have to give them a stake in it all, too.

In particular, there is one aspect of your dream that absolutely must be shared with your business family. That is that your company will continue forever.

Commandment 2 . . .

Now that's the dream of every human being who owns a business. It is the assumption behind every action you take, but the people around you don't know it. They see you ordering food, getting a vacation substitute, getting a replacement for the dishwasher, partying with the mayor, and they don't understand why you are doing all that. The second commandment is **Thou Shalt Inform Thy Managers and Employees "This Company Will Continue Forever."**

Think of all the notices that the government requires you to post. Imagine the effect on your business

family if you posted a sign that said, "This company will continue forever." Your children and your other employees have their own families to think about.

You can keep your children in the business by letting them know you expect it to continue through them. You can keep good employees by letting them know operations don't end the day you retire.

Your bank will look upon your business in a different light. They won't over-collateralize everything because they have to get their money back when you go belly up. And your insurance agent will look at you in a different light as will your accountant and your suppliers. They will understand your dreams, and you will become part of their own dream.

This does not mean you can't make changes. You can. You may change the menu. You may change your location. You may change all kinds of things. Your business family will understand that you are staying relevant to the times so that your business will make the distance.

Commandment 3...

Of course, it takes more than determination to make a business prosper indefinitely. You certainly need effective administrative organization. Here's where the third commandment comes in: **Thou Shalt Develop a Workable Organization and Make it Visible on a Chart.** An organization chart is like the seating diagram in a classroom. You know who is there and why they are there. You know what they need, what their aspirations are and what their abilities are.

I've consulted with all sorts of companies, and the first thing I say to the boss is, "Draw me a little chart of your business." I draw in the top box and say, "That's you. Now, draw the rest." You would not believe the henscratching I get. Many operators simply do not know how their own business is organized.

Put the names of your officers on your chart. Add your shareholders. Then fill in the names of your workers according to their reporting relationships. Define each position. You may begin to see that you have to prune the bush a little bit; or you're going to have too many leaves, and the root system is going to go.

Commandment 4...

The organizational chart is a fundamental document of any labor-intensive business. Once you have all these people on your chart, review the names and responsibilities. Who are the ones who will take over when you retire? Are they ready? Or do they need more education? Commandment four is **Thou Shalt Continue to Improve Thy Management Knowledge, That of Thy Managers and That of Thy Family.**

It is not enough for you to know it all. The smarter you get, the more you take with you. If you take all the knowledge with you, you doom your business to extinction.

I feel very strongly about the need for continuing education. Although we all finished our formal education a long time ago, we need to continue learning. You must seek ways to use the knowledge of third parties: your advisors, your Chambers of Commerce, your universities or your industry associations. It never stops. Life is a continuing education.

Commandment 5...

The fifth commandment is **Thou Shalt Institute an Orthodox Accounting System and Make Available the Data Therefrom to Thy Managers, Advisors and Directors.** I know all the reasons for not letting managers see this data. "If so and so knew how much money we made, he would open up his own place." Or "If so and so knew how much money we're losing, he would get another job." I have a simple rule in this regard: If you cannot trust people with the information they need to do their jobs—whether family members or veteran employees—fire them.

By extension, if you do trust them, then tell them what's going on. Do not tell all to your entire staff, but be open with the basic group of management people who need to know. I call this the abolition of secrecy.

Commandment 6...

That leads me to the next commandment: **Thou Shalt Develop a Council of Competent Advisors.** You need the best advice you can get from attorneys, insurance people, trust officers and consultants of all sorts.

I want you to look at the people whose professional skills you utilize. List them, and ask yourself, "Are they the best?" You will discover that in most cases they are not the best.

Why is that? There are several reasons that business owners accept second-rate advice. One is that you don't regard yourself as worthy. You think of yourselves as small business men and women and imagine that all consultants want to work for General Motors. You are wrong. The rewards for working with private businesses are widely recognized by consultants—warmth, friendship, understanding and generosity.

Often it is laziness that keeps you from replacing a second-rate advisor with a top-rate individual. You say, "I've already explained all that. I do not want to explain it again." In fact, it is good for you to explain things again. You correct errors in your own assumptions in doing so, and an interested listener is the best purgative for bad concepts.

Choose advisors who are recognized by their peers as the best. Choose quality. You deserve it.

Commandment 7...

Now we come to commandment seven: **Thou Shalt Submit Thyself to a Review of a Board of Competent Outside Directors.** "Never," you say. "They would get all of my business. They are going to tell me what to do. They are going to fire me." There are many myths about what boards of directors do—all of them false. The board of directors in a family business is composed of risk-taking peers. They do not need to have the foggiest notion of how to run a restaurant. You are the expert on that score. The role of an outside board is to give you support for your good judgment and restrain your bad judgment. But they're not there to run your business. They are there to help you realize that you take risks day after day and to help you feel a little more comfortable about your decisions. The word "comfort" comes from the Latin "confortare"—to strengthen greatly. A good board offers the comfort that comes from feeling secure.

Who should comprise the board? I'll tell you who should not be your directors. They should not be your investors, relatives, employees or friends. As restaurateurs, you proba-

bly know on a casual basis hundreds of great people who would be honored to sit on your board. Select your directors from among those people.

If you review the commandments we have covered so far, you will see that the first two commandments concern sharing your dream for an enduring operation. The next five concern operational matters— organizational charts, management and development, accounting techniques and advisors. Now we come to the heart of the message: the "Thou Shalt Choose" directives.

Commandment 8...

Commandment eight is **Thou Shalt Choose Thy Successor(s).** That is not easy. Very few of us have only one child who is fascinated with the business. Instead, we have multiple children with varying degrees of interest in participating in the business. I say, "All right, be a hero. Die and let your spouse fight it out with the lawyers."

You have to choose, or you will destroy on the way down what you created on the way up. You must look objectively at your family. Then consult your outside directors. Finally, make your choice.

Commandment 9...

Having made this judgment, you must see that your successors receive the right preparation for their job. Commandment nine is **Thou Shalt Be Responsible That Thy Successors Are Well Taught.** Our children have to be prepared for the future so that they do not repeat the errors that we made in the past.

Commandment 10...

Number 10 is perhaps the most difficult commandment for many to accept. **Thou Shalt Retire and Install Thy Successors with Thy Powers Within Thy Lifetime.** Now that hurts, but it doesn't have to hurt. Retirement must be changed so that it's not an equivalent of euthanasia. Retirement should not mean that you give all your time to basket weaving, shuffleboard or move to Sun City. It should be called a renaissance, a rebirth—something that one should look forward to.

Retirement really means handing over your position as the ultimate authority. Stay on as chairman and treasurer, but make your successor president. The ultimate authority for judgment has to be passed on sooner than the grave, because the transfer at death is too catastrophic. Too many other things come up. So the installation of a successor management should be done by a healthy senior.

Commandment 11...

Commandment 11 is **Since You Can't Take It With You, Settle Thy Estate Now.** When we go, we go just the way we came—with nothing. By that time, you should have learned to share your dreams, to teach those who willingly follow what we feel will be helpful and, ultimately, to give it all away. We work all of our life to acquire property, skills and wealth, but it seems we postpone the distribution of what we acquire as though we can keep it.

We are all really working for our kids. I do not know anybody who wants to disenfranchise or disinherit their children. To ensure their happiness and the continuation of our businesses, we must settle our estate now before it is too late.

Commandment 12...

Now we come to the final commandment—**Thou Shalt Apportion Thy Time To See That These Demands Be Kept.** We all spend eight hours per day sleeping. That's one-third of our day. God took out one third of the time he gave us to make the other two-thirds worthwhile. So, I submit that we can take out five percent of our work time to consider the direction of the other 95 percent. Find the time. Then follow the commandments I have described. That really means creating the channels of communication and the corporate structure to ensure that your people find meaning in their work and that your company thrives and finally outlives you. Goals like that are certainly worth five percent of your time. ❑

"What we should have said was. . . ."

If these words describe a familiar dilemma, take heart. Saying what you mean and saying it well is not as hard as you may think. Sure, it helps to have clever, innovative ideas. But your success in getting your message across depends just as much on how you express your ideas.

Here are 10 guidelines to help you get and keep your readers' attention.

1. Say the right thing to the right audience.

Before you create an ad, develop a menu description, write a press release or produce a financial report, find out who your readers are and what they want to hear. Formal questionnaires and research are one way of doing this, but informal surveys over lunch or on the phone often work just as well.

Determine the age and sophistication of your readers. If, for example, they're likely to have heard the 1921 hit song "Margie," they'll probably be responsive to an ad like this one:

AFTER: All Is Said And Done
Open 24 hours
The Coffee Shop

2. Make your writing personal.

Use pronouns.

Don't be afraid of "I" and "we." If you manage a restaurant near an airport, try advertising your menu this way: "The 'I've got to catch a plane by 10:30' breakfast, $3.50." Or, if your restaurant is equipped to handle parties, try advertising this service the way the Philade!phia Hilton once did: "We're ready for the party of the year—yours."

3. Use specific, concrete nouns.

"Salmon" evokes more images and tastes than "fish." "Cantaloupe" is more vivid than "fruit."

The following ad is appealing because it's specific:

Don't plan a dinner unless you have:

- *25,000 pieces of dishware and silverware*
- *a dining room that holds from 20–450 people*
- *punch bowls, fountains and candelabra*
- *a staff of 75 people to prepare, serve and clean up for your guests*

OR . . . our telephone number
The Stockton Inn
Stockton, New Jersey

10 Steps To Clearer Communication

by Ginny Finch

4. *Use strong verbs.*

Forms of the verb "to be" (i.e., is, was) are almost always weak. Use verbs that "do something." For example, instead of writing "the pungent aroma of beef Burgundy is in the room," write, "the pungent aroma of beef Burgundy fills the room."

Here's how one restaurant used strong verbs to promote its already-flourishing business:

Spend this Saturday at TANDY's
Watching . . . *Alabama vs. LSU at 3 p.m.*
Eating . . . *a pound of crab claws for $3.75*
Listening . . . *to Leon Raines from noon & after the game*
Enjoying . . . *a great time*

Watch out for "smothered" verbs:

Smothered verb	*Substitute*
make a decision	decide
give an indication of	indicate; show
is applicable	applies
give recognition to	recognize

Some Grammar Hot Line Numbers

University of Arkansas—501/569-3162—9 a.m. to noon (M–F); closed during school breaks.

Tidewater Community College—804/427-7170—10 a.m. to noon (M–F), EST; closed during school breaks.

Illinois State University at Normal—309/438-2345—9 a.m. to 4 p.m. (M–F).

Emporia State College—Kansas, 316/343-1200 (X380)—11:30–4:30 (M–Th).

Johnson Community College—Kansas, 913/888-8500 (X3439)—8 a.m.–3 p.m. (M–F) and 5 p.m.–8 p.m. (T–W).

University of Maryland at Frostburg—301/689-4327—10 a.m.–noon (M–F).

—Communications Concepts

5. *Avoid jargon, impersonal expressions and strings of nouns.*

Jargon is specialized language; it is appropriate only when no other words will do.

If you do use jargon, use language that is consistent with the image of your foodservice. Here's an example:

LE PUB
for trysting,
thirsting and gluttony

Don't sacrifice clarity for brevity by stringing too many nouns together.

Not: Please write a managers' training report.

But: Please write a report evaluating training for managers.

6. *Use the right word in the right context.*

"Address" a letter but "confront" or "discuss" a problem. Don't confuse "infer" with "imply." Use "which" in a sentence when you can put a comma in front of the word and "that" when you cannot.

7. *When in doubt, leave out.*

It's not as easy as it sounds because the English language is full of unnecessary words. Everyday we read phrases like "untimely death," "end result" and "perfectly clear."

Some repetitions can be effective, however. For example:

Our $4.50 noon buffet is all you can eat and eat and . . . (a Texas pizza inn)

8. *Keep sentences balanced or "parallel."*

To do this, use nouns with nouns, verbs with verbs, adjectives with adjectives and prepositions with prepositions.

Parallel structure is "the glue" that binds your ideas together. It's a device that can make your prose readable and forceful. John F. Kennedy's inaugural address is a striking example of parallel structure:

. . . Let us never negotiate out of fear, but let us never fear to negotiate.

Another good example of parallel structure is this prize-winning ad:

*At **Horn of Plenty's** Smorgasbord, $1.39 at lunch and $1.99 at dinner gets you all you can eat for as long as you can walk.*

Read your writing aloud—usually you'll be able to hear nonparallel structures.

9. *Put modifiers in the right place.*

If you don't put modifiers where they belong—next to the words they modify—you may end up with mistakes like these:

- No regulations should be given to staff members that are out of date.
- On St. Patrick's Day, they were served pieces of cake by a man with green frosting.

10. *Create headlines that "grab" the reader.*

Avoid headlines that state the obvious. Instead, create phrases that capture the most significant new item.

Not: New restaurant opens in Northeast.

But: New restaurant in Northeast offers unusual seafood.

Ginny Finch teaches a seminar on business writing called "Say what you mean, and say it well!"

TO YOUR HEALTH

Understanding lactose intolerance

Say "milk," and you probably think "wholesome." Or you get a secure feeling remembering an after-school snack of warm, freshly baked cookies and a tall glass of cool milk. But for some people the word milk evokes thoughts of pain and discomfort. Milk poses a problem for millions of American adults who can't digest lactose, milk's natural sugar, due to a deficiency of the digestive enzyme lactase.

During normal digestion, the enzyme lactase breaks down the two-unit lactose into single-unit sugars. If this doesn't happen, undigested lactose moves through the intestine causing cramping, bloated feelings and diarrhea.

Lactose intolerance, the common term for this disability, is classified into three types:

- *Congenital lactose intolerance* is a rare condition that's characterized by a lack of lactase at birth.
- *Secondary lactose intolerance* usually occurs as a result of another intestinal disease that temporarily depresses lactase activity. Digestion returns to normal after the primary disease is cleared up.
- *Delayed-onset lactose intolerance* occurs years after birth when lactase production diminishes. This type accounts for the majority of cases of lactose intolerance.

Normal infants have enough lactase production to digest mother's milk or formula. Lactase activity remains high during the early years. In those destined to develop delayed-onset intolerance, lactase levels begin decreasing by four to five years of age; and by early adulthood, lactase levels are down to about 10 percent of infancy levels.

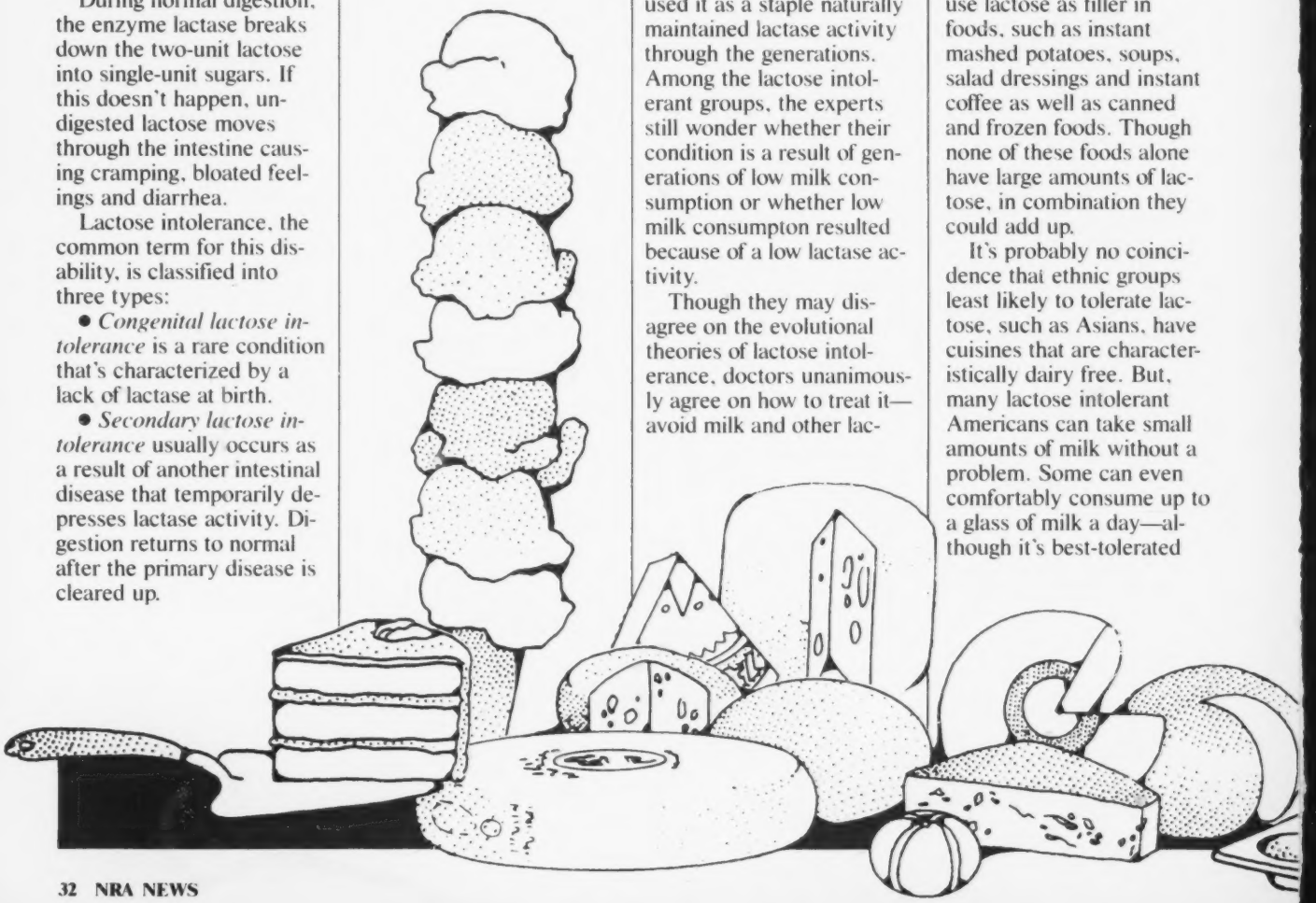
Possible anthropological roots . . .

It's estimated that close to 30 million adults in the U.S. have delayed-onset lactose intolerance, but the incidence isn't uniform in all races. Those of Scandinavian and Western European descent have the lowest rates of occurrence while Asians, American Indians, some Blacks and some Jews exhibit higher rates and earlier onset. Due to these ethnic variations, doctors are beginning to think that the development of lactose intolerance has anthropological roots. Maybe those groups who had good milk supplies and used it as a staple naturally maintained lactase activity through the generations. Among the lactose intolerant groups, the experts still wonder whether their condition is a result of generations of low milk consumption or whether low milk consumpton resulted because of a low lactase activity.

Though they may disagree on the evolutional theories of lactose intolerance, doctors unanimously agree on how to treat it—avoid milk and other lactose-containing foods. Obviously, dairy products like cheese, sour cream and ice cream have to be eliminated from the diet. As with every rule, there's an exception. Yogurt seems to be well-tolerated by lactose intolerants. The bacterial cultures used in production contain enough lactase to help with digestion. Though sometimes recommended, tests show that acidophilus milk isn't as easily digested and can produce uncomfortable symptoms in those who are sensitive to lactose.

There are also less obvious sources of lactose in foods. Manufacturers often use lactose as filler in foods, such as instant mashed potatoes, soups, salad dressings and instant coffee as well as canned and frozen foods. Though none of these foods alone have large amounts of lactose, in combination they could add up.

It's probably no coincidence that ethnic groups least likely to tolerate lactose, such as Asians, have cuisines that are characteristically dairy free. But, many lactose intolerant Americans can take small amounts of milk without a problem. Some can even comfortably consume up to a glass of milk a day—although it's best-tolerated



when taken with other foods. Fortunately, complete elimination of dairy products is rarely required.

Because they offer unique nutritional advantages, dairy products are an essential component of a well-balanced diet. They are great sources of protein, and milk's high-quality protein is relatively inexpensive. They are also packed with calcium—a nutrient that's often lacking in adults' diets. Plus the lactose in dairy foods enhances the absorption of calcium contributed from other foods. Contrary to popular belief, it's not too healthy for grown-ups to stop drinking milk. Adults should drink at least two cups of milk a day; women's calcium needs are even greater.

For those lactose intolerants who can't consume the amount of milk they would like or need, there are new lactose-reduced products on the market. Manufacturers add lactase enzyme to real milk, cottage cheese, ice cream and pasteurized cheese food producing products that have 70 percent less lactose than the real things. They do taste slightly sweeter, but these items can be used in cooking. Simply use them in place of their regular counterparts. Also, lactase enzyme is available in tablet form, designed to be taken with milk or meals. The lactase tablet digests lactose just as natural lactase would. These developments have made it possible for those with lactose intolerance to enjoy most every food.

How to help lactose-intolerant patrons . . .

As a restaurant operator, you'll probably never feel a demand to use lactose-reduced products in your kitchen. You may, however, get questions about the ingredients you use. Keep these tips in mind when dealing with the lactose-intolerant public:

- Be prepared to point out the lactose-free items on your menu. (Remember that lactose is used as a filler in some products.)
- If a menu offering does contain milk or dairy products, know how much per serving. For instance, be prepared to point out how much milk your cream of broccoli soup has per serving or how much sour cream goes into a portion of beef stroganoff.
- If you feel the demand, keep nondairy coffee creamer on hand. Its use is more universal than lactose-reduced milk.
- The new soy-based, frozen desserts are lactose free. Available in hard and soft-serve varieties, they're good ice cream substitutes for both lactose and cholesterol conscious patrons.

—Claire Regan, R.D.

Foods containing lactose

Although most lactose-intolerant individuals can tolerate a small amount of lactose, here are some items that contain significant amounts of the substance.

Beverages
milk
cream
instant coffee
cordials, liqueurs

Meats
brain
cold cuts & frankfurters containing dried milk
liver
liver sausage
sweetbreads

Cheeses
all types

Frozen, canned or powdered fruits and vegetables
prepared with lactose

Mixes
muffin, pancake, cake, biscuits, cookie, salad dressing

Desserts
ice cream
sherbet
custard
pudding
baked goods with added milk

Be sure to read the lists of ingredients on food labels.

THE BOARD ROOM

Two NRA board members are awarded 1985 Silver Plates

NRA past president Victor Rosellini (Rosellini Restaurants, Seattle, WA) and board member Harris (Bud) Rusitzky (Serv-Rite Food Service and Consulting Corp., Rochester, NY) have been named 1985 Silver Plate recipients by the International Foodservice Manufacturers Association (IFMA).

The annual award, which is given to eight outstanding foodservice executives, each representing a major industry segment, recognizes outstanding contributions to the industry. A jury of foodservice editors and past Silver Plate recipients choose the Silver Plate awardees who then vie for the prestigious Gold Plate Award, given to the Silver Plate winner chosen as foodservice operator of the year.

The Gold Plate winner is selected by secret ballot; the identity is kept secret until the Gold and Silver Plate Awards Banquet in May when the award is presented.

Rosellini, the owner of two restaurants (Four-10 and The Other Place) and a deli (Gourmet Kitchen), will receive the 1985 Silver Plate in the full service restaurant category. Credited with introducing "gourmet" food to the Seattle area, Rosellini is also known for his personal involvement in every aspect of operations, especially in the area of employee training. He is a past president of both NRA and the Washington State Restaurant Association and has consistently won prestigious honors, including the Travel/Holiday Award, the Mobil Travel Award and the Ivy Award.

Harris (Bud) Rusitzky, president of Serv-Rite Food Service and Consulting Corporation in Rochester, NY, will receive the 1985 Silver Plate in the contract/industrial category.

Since its founding in 1965, Serv-Rite has expanded into seven counties in and around the greater Rochester area and currently employs a staff of about 200. Educational accounts represent half of Serv-Rite's business; employee feeding and consulting/catering equally divide the remainder. People are an important part of Serv-Rite and extensive on-the-job training and promotion from within are hallmarks of the operation.

Rusitzky is chairman of NRA's communications committee and is a member of the executive committee. He is also past president of the New York Restaurant Association and trustee and vice chairman of the board of the Culinary Institute of America.

IFMA's 31st Annual Gold and Silver Plate Awards Banquet will be held at the Hyatt Regency Chicago on May 20, 1985.

NRA Director Impeciato receives Atlanta Touchdown Club award

NRA Director Victor J. Impeciato (Vittorio's, Atlanta, GA) is the 1985 recipient of The Touchdown Club of Atlanta's I. M. Sheffield, Jr., Loyalty Award.

The award, which was established in 1974, is presented yearly to an outstanding club member. Impeciato, past president of the club, received the award for his years of distinguished service and excellence in the promotion of high school and collegiate athletics.

Impeciato, owner of Vittorio's and The Summit Club, is one of Atlanta's outstanding restaurateurs. He was named Georgia Restaurateur of the Year in 1974 and twice served as president of the Georgia Hospitality and Travel Association. Impeciato has been a member of the NRA Board since 1977.

—Dorothy Dee

Machus announces NRA's support of Operation: Prom/ Graduation

As part of its nationwide campaign to reduce the incidence of drunk driving, NRA has joined forces with four other trade associations and launched Operation: Prom/Graduation, a national public service campaign aimed at reducing the number of alcohol-related traffic accidents among teenagers during the graduation and prom season.

Commenting on NRA's commitment to Operation: Prom/Graduation at a press conference in Washington, DC, NRA President Harris O. Machus (Harris O. Machus Enterprises, Birmingham, MI) said, "I speak for restaurateurs all over America when I say we are very excited about Operation: Prom/Graduation. Feasting has always been an important element in marking special occasions. Celebrations and restaurants go

At a Washington, DC, press conference NRA President Harris Machus displays NRA poster and table tents promoting Operation: Prom/Graduation.

hand in hand, and what we wish for the Class of 1985, as well as all our guests, is a safe celebration."

Operation: Prom/Graduation asks students to sign a pledge card promising not to drink and drive during the graduation/prom period or ride with any driver who has been drinking. For signing the pledge card, students are entitled to a five to 10 percent discount in restaurants, florists, car and tuxedo rental stores, boutiques and other participating establishments. Restaurants will be commemorating Operation: Prom/Graduation in May and June with a host of special festivities, such as graduation-week dinners, luncheons, mocktail parties and post-prom suppers.

To publicize Operation: Prom/Graduation, NRA mailed members a publicity kit complete with a poster, table tent, ad mats and model press materials. Additional posters and table tents are available from the association at cost. If you are interested in ordering more materials, contact: Kathy Hall, communications department, NRA, 311 First St., N.W., Washington, DC, (202) 638-6100 or (800) 424-5156.

Foodservice operators interested in participating in this worthwhile program should contact the public relations department of a local TV or radio station and ask for the name of the person organizing Operation: Prom/Graduation in their area. If further assistance is needed, contact NRA's Washington office.

In addition to NRA, Operation: Prom/Graduation is sponsored by the National Association of Broadcasters (NAB), the American Floral Marketing Council (AFMC), the National Automobile Dealers Association and the National Soft Drink Association.

The apt description

Over the years I have had the opportunity to read a number of performance appraisals, references and letters of recommendation that someone has written about another person. I've read military evaluations, references for college applicants and job applicants and letters of all sorts, describing the characteristics, qualities and/or performance of the person under consideration. A few years ago I began compiling a list of some of the more apt, incisive (and perhaps humorous) descriptions I've come across. Here is a sampling.

1. "He advertises his humility with tremendous flair."

2. "He seems to dot all the 'T's' and cross all the 'I's.'"

3. "She has the ability to manage the smallest detail and to see the very big picture. Unfortunately, she has trouble with everything else in between."

4. "His joining your organization is our gain and your loss."

5. "This person would have difficulty organizing a one-car funeral."

6. "He is a master of self-promotion. With this rating, I am going to be the master of his fast demotion."

7. "His ability to communicate is exceeded only by the quantity and verbosity of his communications."

8. "She says she can talk and listen at the same time, but no one gets a chance to test her on the latter."

9. "His leadership style is to take the recommendation of the last person who speaks to him. Always be sure you're the last to speak to him."

10. "He put forth a Herculean effort but experienced Lilliputian results."

11. "He does not get along well with subordinates or they with him. I believe it's because he practices management by subjectives."

12. "He seems to do his best analytical thinking on restaurant tablecloths."

13. "He practices studied amateurism as a means of endearing himself to others. He hasn't perfected it."

14. "His management style can be best described as crisis management. He develops great plans after the fact."

15. "He proceeds undeterred by his factual errors, incorrect quotations, misapplied analogies, illogical conclusions, memory lapses and a sputtering, huffing and puffing manner. He's really like a loose cannon aboard a rolling ship."

16. "He sets his own standards and does his best to live down to them."

17. "She often comes in late but just as often leaves early to make up for it."

18. "He moves at a pace that would make a turtle seem like a speed demon."

19. "His knowledge of the business rivals his knowledge of sailing. He's never set foot on a boat and doesn't know how to swim."

20. "He tries to get by on his personality. Most of his subordinates can't get beyond his personality, and I can't get over his personality. Consequently, everyone goes around him."

21. "She has a tendency to repeat herself, repeat herself, repeat herself, repeat . . ."

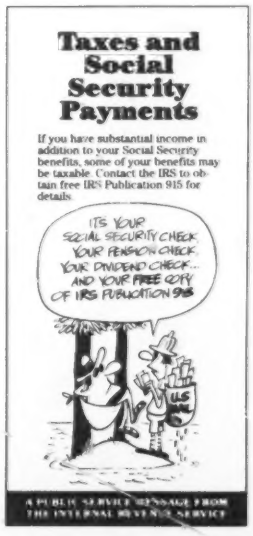
22. "He does not use his resources wisely. I honestly believe he thinks zero base budgeting is to spend everything and get to zero as rapidly as possible."

23. "He's the most upbeat person I've ever known. He thinks a kick in the rear end is a low aimed pat on the back."

24. "He is demanding, ruthless and intimidating. Too bad he is a personnel director."

25. "I think there is a place for him. I'm not going to say where that place is except that it's not in this department."

Fisher's 62nd Law: **Call them as you see them, but be sure you see them.**


Taxes and Social Security Payments
If you have substantial income in addition to your Social Security benefits, some of your benefits may be taxable. Contact the IRS to obtain free IRS Publication 915 for details.
IT'S YOUR SOCIAL SECURITY CHECK. YOUR PENSION CHECK. YOUR DIVIDEND CHECK... AND YOUR FREE COPY OF IRS PUBLICATION 915
A PUBLIC SERVICE MESSAGE FROM THE INTERNAL REVENUE SERVICE

Annual CREST report reveals restaurants prospered in 1984

This article summarizes the results of CREST's *(Consumer Reports on Eating Share Trends)* Annual Household Report. *The information covers the 12-month period from December 1983 through November 1984 and includes data on traffic, sales, party composition, meal occasion and day of visit.*

Traffic up in 1984 . . .

Restaurants prospered during 1984. Customer traffic rose 4.0 percent in 1984, considerably higher than 1983's 2.7 percent gain. An expanding economy, highlighted by a moderate rate of inflation and upbeat consumer confidence, was a major force behind the increased customer traffic.

Due to particularly strong economic expansion in the first half of the year, customer counts climbed a substantial 6.2 percent in the winter quarter and 7.5 percent in the spring quarter. However, as economic growth slowed in the second half of the year, so did traffic growth. During the summer quarter, traffic advanced only 2.4 percent, while traffic rose a sluggish 0.4 percent in the fall.

Traffic highlights:

- Traffic at quick service restaurants increased at the fastest pace in 1984, up 4.6 percent.
- Upscale restaurants experienced the second largest gain in customer traffic—4.4 percent. This is a somewhat smaller advance than the 5.4 percent increase recorded in 1983.
- Midscale restaurant traffic climbed 2.5 percent last year. This compares favorably with a decline of 1.0 percent in 1983.
- Breakfast was the fastest growing meal period last year. Traffic rose a significant 10.7 percent, compared with a 9.7 percent gain the prior year.
- Dinner traffic climbed a healthy 5.6 percent last year, somewhat higher than the 4.2 percent advance recorded in 1983.
- Customer counts at lunch increased 3.6 percent in 1984 versus a substantially larger advance of 8.4 percent the year before. Employment increased at a faster pace in 1983 than in 1984, which may have influenced the more dramatic gain in lunch traffic in 1983.
- Customers dined out more often in 1984. Visit frequency—the average number of times families and singles visited restaurants—rose 2.0 percent last year, well above the 0.4 percent rise in 1983.
- The actual number of households that dined out at least once in any typical two-week period in 1984—restaurant penetration—declined slightly to 78.6 percent from 78.9 percent.
- The average party size remained unchanged in 1984—1.79 people per visit.

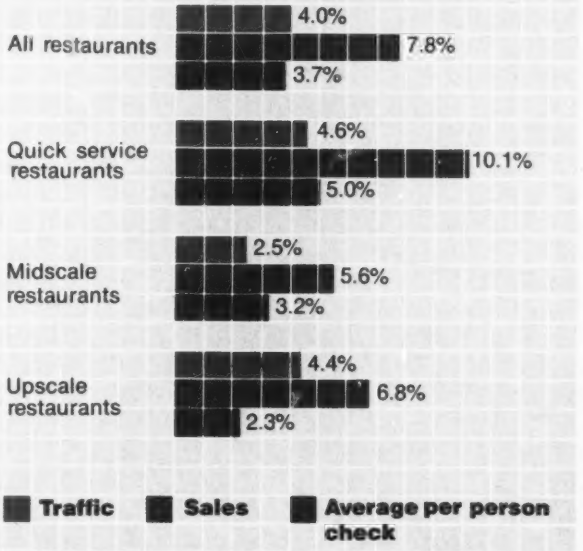
Restaurant sales post 7.8 percent gain . . .

Restaurant sales advanced 7.8 percent in 1984, outpacing the 5.2 percent gain in 1983. The largest increase was recorded in the spring quarter—11.8 percent. Restaurant sales also made an impressive advance in the winter quarter—9.9 percent. By the summer quarter the rate of gain had slowed to 4.3 percent. However, sales rebounded somewhat in the fall period, posting a higher 5.8 percent rise.

Sales highlights:

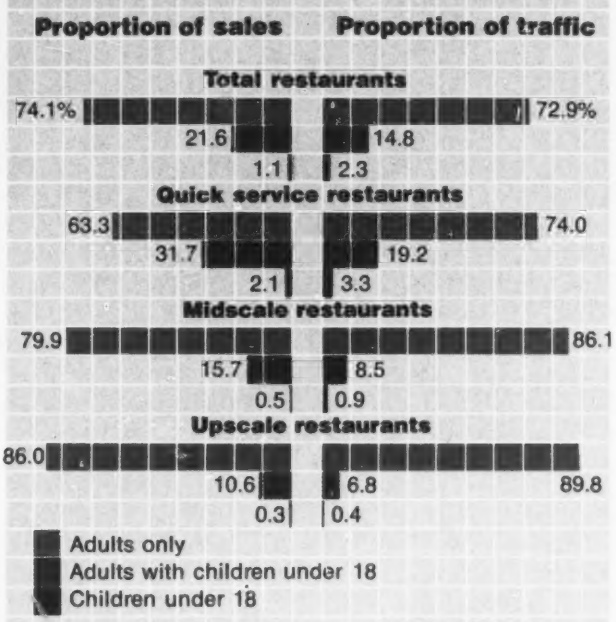
- Sales at quick service restaurants grew at the fastest rate in 1984—up 10.1 percent, compared with 9.2 percent in 1983.
- Upscale restaurant sales rose 6.8 percent versus a 4.4 percent gain the year before.
- Sales at midscale restaurants increased 5.6 percent in 1984. This is a significant advance over the 1.3 percent increase recorded in 1983.
- Of all meal periods, breakfast sales made the most impressive advance last year—13.3 percent.
- Restaurant sales for the evening meal rose 8.1 percent last year, and lunch sales went up a slightly smaller 7.7 percent.
- The average expenditure for a restaurant meal or snack—per person check—increased 3.7 percent last year to $3.34.
- The average per person check increased at the fastest pace at quick service restaurants—up 5.0 percent to $2.33 in 1984. Upscale restaurants posted the highest per person check—$8.43 per person.
- The average per person check for lunch increased

Performance by restaurant segment (1984)



Source: *CREST Household Report*, GDR/CREST Enterprises

Proportion of traffic and sales by party composition and restaurant type (1984)



Source: *CREST Household Report*, GDR/CREST Enterprises

4.1 percent last year to $3.07.

Adult parties most prevalent . . .

The vast majority of restaurant parties are comprised of adults only. Nearly eight in 10 restaurant parties consisted of all adults, and in 1984, they accounted for slightly more than 74 percent of the dollars spent on dining away from home. In addition, 15 percent of all parties included adults with children under 18, and they constituted a significant 22 percent of all restaurant sales. Parties of children only were the least prevalent party type. Only 2.3 percent of all parties were comprised of children alone, and they represented a mere 1.1 percent of all restaurant sales.

Party composition varies by type of restaurant. Parties of adults only, for example, are more likely to be found at upscale and midscale establishments. In 1984, almost nine in 10 parties at upscale restaurants consisted of adults without children, and these parties accounted for 86 percent of the dollars spent in this type of establishment. Additionally, more than eight in 10 parties at midscale restaurants consisted of adults without children, and their share of midscale restaurant sales was a similar 80 percent.

On the other hand, parties of adults with children make up a larger portion of the sales and traffic at quick service restaurants than at midscale or upscale establishments. Last year two in 10 parties at fast food restaurants included adults with children. In comparison, adults with children comprise only 8.5 percent of the traffic at midscale restaurants and 6.8 percent at upscale establishments.

Proportion of traffic and sales by meal occasion and restaurant type (1982–1984)

	Proportion of sales			Proportion of traffic		
	1982	1983	1984	1982	1983	1984
Total restaurants						
Breakfast	5.7%	6.1%	6.4%	8.4%	9.0%	9.6%
Lunch	34.7	34.2	34.2	38.0	37.3	37.2
Dinner	52.5	52.8	53.0	38.0	38.6	39.2
Snacks	6.9	6.5	6.3	15.1	14.7	13.9
Quick service restaurants						
Breakfast	4.3%	4.7%	5.0%	6.4%	7.1%	7.5%
Lunch	40.0	39.3	38.7	38.0	37.6	37.4
Dinner	44.3	45.1	46.3	36.0	36.3	37.5
Snacks	11.0	10.4	9.9	19.2	18.6	17.4
Midscale restaurants						
Breakfast	9.1%	9.9%	10.4%	13.1%	14.0%	14.9%
Lunch	36.5	35.8	36.0	40.5	39.2	38.9
Dinner	49.4	49.6	49.3	36.0	36.9	36.7
Snacks	4.5	4.1	4.1	9.8	9.3	9.3
Upscale restaurants						
Breakfast	2.8%	2.9%	3.3%	5.9%	6.1%	6.7%
Lunch	22.3	22.3	22.8	29.8	29.4	30.5
Dinner	71.6	71.8	71.2	59.0	59.3	58.3
Snacks	2.9	2.7	2.5	4.9	4.8	4.4

Source: *CREST Household Report*, GDR/CREST Enterprises

Adults dining with children accounted for a substantial 31.7 percent of the dollars spent in fast food places, significantly above the proportion spent in midscale (15.7 percent) and upscale (10.6 percent) restaurants.

Breakfast captures larger share of market . . .

Although the majority of restaurant patrons continue to eat lunch and dinner away from home, breakfast's portion of the market is growing, according to CREST's *Annual Household Report*. In 1984, breakfast accounted for 9.6 percent of all meal and snack occasions and 6.4 percent of the dollars spent on dining away from home. In 1983, breakfast accounted for a lower 9.0 percent of all occasions and 6.1 percent of restaurant sales.

Dinner, however, still accounts for the lion's share of both sales and traffic. In 1984, dinner captured 39.2 percent of all meal occasions and a whopping 53.0 percent of all restaurant sales. Lunch accounted for 37 percent of all meal and snack occasions in 1984 and 34.2 percent of the dollars spent on dining away from home. Neither of these two meal periods experienced much change in sales or traffic between 1983 and 1984.

One meal occasion, however, was slightly less popular last year. Snacking accounted for 13.9 percent of all meal occasions versus 14.7 percent of the occasions the year before. Additionally, snacks represented 6.3 percent of all sales in 1984, down somewhat from 6.5 percent in 1983.

Meal period traffic varies among restaurant types . . .

Customers often choose restaurants based on the meal they plan to order. For example, last year more than 58 percent of the meal occasions at upscale establishments were dinner, and these evening meals accounted for a substantial 71 percent of upscale sales.

Lunch is the most popular meal at midscale restaurants, and in 1984, it accounted for almost 39 percent of the meals at this restaurant type. Breakfast captured a comparatively high 15 percent of the midscale meal occasions in 1984. In contrast, breakfast accounted for a smaller 7.5 percent of the quick service restaurant traffic and 6.7 percent of the upscale meal occasions.

Dinner and lunch accounted for similar portions of the customer traffic at quick service restaurants: 37.5 percent and 37.4 percent, respectively. Not surprisingly, snacks represent a larger share of the traffic at fast food establishments than at other restaurant types. In 1984, snacks accounted for 17.4 percent of the meal occasions at quick service restaurants versus 9.3 percent at midscale and 4.4 percent at upscale establishments.

Friday and Saturday most popular . . .

Friday and Saturday are the most popular days for dining out. Last year 18.6 percent of all restaurant visits occurred on Saturday and 18.0 percent took place on Friday. Sunday followed with 14.0 percent of the customer traffic. Together these three days accounted for over half of the total weekly sales. In comparison, Monday is the least popular day for dining away from home. A slight 11.4 percent of all restaurant visits occurred on this day last year, accounting for 10.3 percent of restaurant sales.

–Susan Adelman

Who spends what for restaurant meals

Thirty-eight percent of the American food dollar goes for meals and snacks outside the home, according to NRA estimates. This translates into eight restaurant visits per household during a typical two-week period. But how much do patrons spend in restaurants and which groups tend to be heavy spenders?

Answers to these questions can be found in a recently released report by the Consumer Research Center of The Conference Board. This report, which is based on data from a Bureau of Labor Statistics 1980/81 survey, is summarized here.* Expenditures for food away from home vary by income, marital status, age and geographic location.**

Spending for restaurant meals rises with income . . .

Households with higher incomes not only spend more per person on restaurant meals but they also allocate a greater proportion of their food dollar to meals away from home. For example, in 1980/81, households with incomes of $50,000 and over spent an average of $508 per person on food away from home—the equivalent of 38.8 percent of their food dollar. Households earning $25,000 to $35,000 spent $389 per person or 34.8 percent, and households earning less than $10,000 a year spent $234 per person or 27.0 percent of their food dollar.

In addition, research conducted by the NRA indicates that individuals from upper income households dine out more frequently, especially at atmosphere or higher-priced restaurants, than those from lower and moderate income households.

As a result, upper income households account for a disproportionate share of total restaurant expenditures. For instance, in 1980/81, American households with annual incomes of $50,000 or more comprised only 3.1 percent of total households but represented a significantly higher 6.0 percent of restaurant spending. Households with incomes of $25,000 or more accounted for 26.1 percent of total households but a larger 41.8 percent of total restaurant expenditures. In contrast, the under $10,000

*Preliminary data from this survey was summarized in the "Foodservice Trends" section of the April 1984 issue of **NRA NEWS.***

**The Conference Board report provides more detailed information on consumer expenditures for products and services than is available in government releases. This includes specifics on expenditures for breakfast, lunch, dinner and alcoholic beverages away from home.

However, the Conference Board food-away-from-home figures do not include expenditures for catered functions nor purchases made by students boarding away from home. These expenditures are included in the Bureau of Labor Statistics (BLS) report under "food away from home." Neither the BLS nor the Conference Board include food-away-from-home expenditures incurred by anyone away from home (such as for meals on airplanes or in hotels) nor those food expenditures incurred while recuperating in a hospital. All of these figures are included by the National Restaurant Association when calculating the proportion of the food dollar spent for away-from-home meals and snacks.

Proportion of food dollar spent away from home by household income (1980–81)

Household income	Proportion spent away from home
Under $5,000	27.0%
$5,000–$10,000	26.2
$10,000–$15,000	31.5
$15,000–$20,000	32.2
$20,000–$25,000	31.9
$25,000–$35,000	34.8
$35,000–$50,000	37.2
$50,000 and over	38.8
All households	**32.2%**

Note: *Proportion is for food only and does not include alcoholic beverages.*
Source: *How Consumers Spend Their Money,* Consumer Research Center, The Conference Board, 1984.

Share of total U.S. expenditures by household income for food away from home (1980–81)

Household income	Percent of total households	Percent of total expenditures for food away from home
Under $5,000	17.9%	9.4%
$5,000–$10,000	17.8	10.1
$10,000–$15,000	14.4	12.2
$15,000–$20,000	12.4	12.9
$20,000–$25,000	11.4	13.6
$25,000–$35,000	15.3	21.8
$35,000–$50,000	7.7	14.0
$50,000 and over	3.1	6.0
Total	**100.0%**	**100.0%**

Sources: *How Consumers Spend Their Money,* Consumer Research Center, The Conference Board, 1984; NRA.

Per person expenditures for food and alcoholic beverages away from home (1980–81)

Household income	Food	Alcoholic beverages
Under $5,000	$234.05	$30.22
$5,000–$10,000	228.54	33.64
$10,000–$15,000	295.51	40.74
$15,000–$20,000	312.16	43.01
$20,000–$25,000	334.89	40.80
$25,000–$35,000	388.98	51.17
$35,000–$50,000	450.06	50.65
$50,000 and over	508.24	75.28
All households	**$324.48**	**$42.40**

Source: *How Consumers Spend Their Money,* Consumer Research Center, The Conference Board, 1984.

Proportion of food dollar spent away from home by region and income (1980–81)

Household income	Region			
	Northeast	Midwest	South	West
Under $5,000	21.2%	24.6%	26.4%	35.0%
$5,000–$10,000	20.1	26.9	24.8	26.6
$10,000–$15,000	27.5	31.1	32.3	34.6
$15,000–$20,000	33.6	28.3	33.2	31.0
$20,000–$30,000	32.0	28.5	33.3	38.2
$30,000 and over	36.5	37.0	41.1	36.1
All households	**30.6%**	**30.9%**	**33.6%**	**33.9%**

Source: *Consumer Expenditure Survey: Diary Survey, 1980–81,* Bureau of Labor Statistics, 1983.

household group accounted for 35.7 percent of all households but only 19.5 percent of the expenditures for away-from-home meals and snacks.

Spending highest for dinner . . .

Restaurant patrons spend the largest proportion of their eating out dollar for dinner. The typical household spent $140 per person on dinner in 1980/81 or roughly 43.0 percent of total food away-from-home expenditures. Lunch expenditures were a close second with an average yearly per person

Single person expenditures for food (1980–81)

Households	Total food	Food at home		Food away from home	
		Amount	Percent	Amount	Percent
All singles	$1,344.64	$743.27	55.3%	$601.37	44.7%
Males	1,637.95	714.86	43.6	923.09	56.4
Females	1,134.07	763.66	67.3	370.41	32.7
Under 35 years of age	1,297.89	583.01	44.9	714.88	55.1
35 years of age and over	1,378.96	860.99	62.4	517.97	37.6
Total households*	**$1,007.46**	**$682.98**	**67.8%**	**$324.48**	**32.2%**

*Per person expenditures.

Source: *How Consumers Spend Their Money,* Consumer Research Center, The Conference Board, 1984.

Annual per person expenditures for food away from home by age and income (1980–81)

Household income	Age					
	Under 25	25–34	35–44	45–54	55–64	65 and over
Under $5,000	$226.49	$170.86	$189.03	$206.32	$152.38	$138.26
$5,000–$10,000	263.18	187.01	171.18	172.10	174.76	180.16
$10,000–$15,000	431.89	281.54	184.81	219.91	295.72	385.72
$15,000–$20,000	513.93	353.78	252.13	282.81	326.70	400.40
$20,000–$30,000	686.69	420.27	301.18	388.99	413.29	515.10
$30,000 and over	979.91	541.73	481.21	535.10	588.28	825.88
All households	**$359.42**	**$344.07**	**$305.20**	**$352.87**	**$331.69**	**$258.76**

Source: *Consumer Expenditure Survey: Diary Survey, 1980–81;* Bureau of Labor Statistics, 1983.

expenditure of $120 or 36.8 percent of all away-from-home spending. Breakfast and snacks accounted for much lower per person expenditures—$19 and $45, respectively.

Upper income households spend the most per person for breakfast, lunch and dinner while lower income households spend the least. For instance, in 1980/81, households with annual incomes of $50,000 or more spent $28 for breakfast, $198 for lunch and $231 for dinner per each household member. The corresponding dollar amounts for the lowest income segment (those households earning less than $10,000 a year) were considerably lower—$14, $79 and $107, respectively.

Singles allocate 45 percent of food dollar to restaurant meals . . .

Single men and women tend to dine out frequently, and, as a result, the amount they spend for restaurant meals and snacks is considerably higher than that for other households. According to the 1980/81 survey, one-person households spent an average of $601 for away-from-home meals and snacks—the equivalent of 44.7 percent of their food dollar. In comparison, the typical household spent only about half as much—$324 per person.

Single men and singles under 35 years of age are primarily responsible for the above average spending for restaurant meals by singles. Single males from all age groups spent a whopping $923 on meals and snacks away from home. Single females spent a significantly lower $370, but they are often dinner guests. In addition, there are more women over 65 years of age living alone than men, and they cannot afford to dine away

Single person expenditures by meal period for food away from home (1980–81)

	Breakfast/ brunch	Lunch	Dinner	Snacks
Total singles	$44.65	$204.15	$284.11	$ 68.46
Males	78.41	286.00	466.03	92.65
Females	20.42	145.39	153.51	51.09
Under 35	51.00	238.74	314.59	110.54
35 and over	39.99	178.73	261.71	37.54
Total households*	**$19.29**	**$119.53**	**$140.33**	**$ 45.33**

*Per person expenditures

Source: *How Consumers Spend Their Money,* Consumer Research Center, The Conference Board, 1984.

Per person expenditures for food away from home by region and income (1980-81)

Household income	Region			
	Northeast	Midwest	South	West
Under $5,000	$111.40	$105.73	$153.30	$228.59
$5,000–$10,000	155.00	169.29	182.62	173.06
$10,000–$15,000	257.60	239.78	304.10	328.43
$15,000–$20,000	419.80	290.43	371.07	321.57
$20,000–$30,000	440.00	367.47	440.13	515.84
$30,000 and over	656.60	580.28	649.17	605.28
All households	**$326.97**	**$303.01**	**$329.42**	**$359.19**

Source: *Consumer Expenditure Survey: Diary Survey, 1980–81,* Bureau of Labor Statistics, 1983.

from home frequently.

Singles under 35 years of age spent $715, or 55.1 percent of their food dollar, on restaurant meals. This is considerably higher than the $518 or 37.6 percent spent by singles 35 years of age and over. Younger people living alone eat out more frequently because it is convenient and because it is a social activity. Older singles tend to eat out for more discretionary, or special, occasions. They opt for more meals at home. In 1980–81, they spent about $861 for food at home. In comparison, singles under 35 years of age spent a lower $583 on food at home.

Younger households spend most on restaurant meals . . .

Younger households tend to allocate a larger proportion of their food dollar to meals and snacks away from home. In 1980/81, households where the head was under 25 years old spent $359 per person, or 42.7 percent of the food dollar, at restaurants. When the head of household was between 25 and 34 years old, the expenditures were $344 or 35.8 percent. In contrast, households headed by a senior citizen spent less than $260 per person on food away from home.

But age is not the most important determinant of spending for restaurant meals and snacks. Income plays a larger role. As income rises within each age segment, spending for dining out also rises. For instance, in 1980/81 those 65 years old and over spent $138 if the annual household income was less than $5,000. The same group spent $826 if household earnings were more than $30,000 a year.

Restaurant expenditures vary by region . . .

Demographic, lifestyle and economic differences across the United States account for the differences in expenditures for food away from home. In 1980/81, Southerners and Westerners allocated 34 percent of their food dollar to restaurant meals while Northeasterners and Midwesterners spent a lower 31 percent. In terms of actual dollars spent, Westerners were first, averaging $359 per person for food away from home expenditures in 1980/81. Southerners and Northeasterners spent about equal amounts, averaging $330 per person. Midwesterners spent the least—$303 per person.

Within each region, income plays a large role in restaurant spending. As with age, as income rises, so do expenditures for away-from-home meals. Affluent Southerners allocate the largest proportion of their food dollar to food away from home—41.1 percent, but, in terms of actual dollars spent, Northeasterners in the top income bracket spent the most—a healthy $657 per person.

Away-from-home food expenditures likely to rise . . .

Although the figures presented here are averages only, they do provide considerable insight into spending patterns. Of particular importance is the fact that many of the heaviest restaurant spenders are members of demographic groups that will be increasing in the years ahead. These include singles and older, affluent households. As a result, away-from-home food expenditures are likely to rise.

—Bette Hoyt

Spotlight on hotel/motel restaurant patrons

To find out more about the hotel/motel restaurant segment and how it differs from the general restaurant sector, NRA commissioned GDR CREST Enterprises to do a special analysis of the dining patterns at hotel/motel restaurants. The report contains information for both midscale and upscale hotel/motel establishments and focuses on the variation in dining patterns among guests and non-guests. The study is based on data from the CREST Household Report *between September 1983 and August 1984. This article features the results.*

The hotel and motel restaurant segment is growing. It appears to have met the challenge of creating a unique identity to compete with local restaurants and should post sales of $11 billion in 1985. Lodging place restaurants are expected to report one of the strongest increases in real growth this year—3.7 percent—outpacing the projected total industry gain of 3.2 percent.

Most hotel/motel restaurant patrons are not guests . . .

Although hotel/motel restaurants must please both guests and non-guests, these two customer segments do not account for equal shares of customer traffic and expenditures. Non-guests make up a significantly larger portion of both traffic and total sales at hotel/motel restaurants—approximately two-thirds. This proportion holds true for both the midscale and upscale hotel segments.

Looking more closely at the midscale and upscale hotel sectors shows that midscale hotels capture a slightly larger share of the traffic at all hotel/motel restaurants—54 percent. On the other hand, upscale establishments account for a larger proportion of the dollars spent at all hotel/motel restaurants—59 percent.

Hotel/motel customer mix varies from most restaurants . . .

The customer mix at hotel/motel restaurants differs from most restaurants primarily because of the two different consumer groups these establishments serve—local patrons and travelers. In particular, hotel/motel restaurants serve more business travelers and vacationers than do most restaurants.

According to data from the annual *CREST Household Report* (December 1982–November 1983), which focuses on customers' activities before dining out, about one in four customers dining at lodging place restaurants are vacationers. This compares with a much lower 5.3 percent reported for all restaurants. Many hotel/motel restaurant

patrons are also business travelers—approximately 18 percent. Again, this is significantly above the average proportion recorded for business travelers at all restaurants—4.8 percent.

Some of the patrons who make up an above average proportion of the customer mix at hotel/motel restaurants include:

- *Men:* Men account for 49.3 percent of customers at hotel/motel restaurants. This is slightly above the 47.7 percent reported for all restaurants and is probably due to the influence of business travelers.
- *Older patrons:* Consumers 50 years old and over make up a significant 46.6 percent of patrons at hotel/motel restaurants, substantially above the 27.6 percent average for all restaurants.
- *Singles:* Singles account for one out of three customers at lodging place restaurants, compared with a smaller 22.9 percent at all restaurants.
- *Upper income patrons:* Consumers with incomes over $40,000 make up 22.2 percent of the customer mix at hotel/motel restaurants. This is significantly above the 14.3 percent average reported for all restaurants.
- *Customers dining without children:* Only 7.3 percent of patrons dining at hotel/motel restaurants are with children. This is substantially below the proportion at all restaurants—17.3 percent.

Demographic differences between guests and non-guests . . .

The customer mix also depends on whether patrons are guests or not. The demographic characteristics of these two groups can vary quite a bit.

For instance, although men and upper income patrons make up an above average proportion of all the customers at hotel/motel restaurants, these segments are even more likely to dine at hotel/motel eating establishments when they are guests. Families with children are also more likely to dine at hotel/motel restaurants when they are traveling. Although customers with children are less likely to dine at hotel/motel restaurants than most patrons, children and teenagers account for a larger proportion of customer traffic when they are guests.

On the other hand, some groups are more likely to patronize lodging place eating establishments when they are not guests. For example, even though older patrons and singles account for an above average proportion of hotel/motel customers, they are even more apt to dine at these establishments when they are not guests. This suggests that single customers and older patrons are particularly good markets for hotel/motel restaurateurs—both as guests and local patrons. Even though consumers with incomes under $20,000 are not frequent hotel/motel patrons, this segment is more apt to dine at lodging place restaurants when they are not guests.

Midscale and upscale hotel/motel customer mix differs . . .

There are also differences between guests and non-guests at midscale and upscale hotel/motel restaurants. In general, the customer mix in both segments conforms to the guest/non-guest proportions, but there are differences between upscale and midscale customers. Some of these include:

- Older customers make up a slightly larger proportion of the customer traffic at midscale establishments than at upscale hotel/motel restaurants.
- Individuals under 18 years old comprise a larger

MOTEL

Proportion of hotel/motel customer traffic

Midscale hotel guest	20.0%		
Upscale hotel guest	16.2%	Total guest	36.2%
Upscale hotel non-guest	29.4%		
Midscale hotel non-guest	34.4%	Total non-guest	63.8%
Total	**100.0%**		

Source: *CREST*, exclusive analysis for NRA.

Proportion of hotel/motel expenditures

Midscale hotel guest	14.6%		
Upscale hotel guest	18.7%	Total guest	33.3%
Upscale hotel non-guest	40.0%		
Midscale hotel non-guest	26.7%	Total non-guest	66.7%
Total	**100.0%**		

Source: *CREST*, exclusive analysis for NRA.

HOTEL

Proportion of age groups dining at hotel/motel restaurants

Age	Total restaurants	Total hotel/motel restaurants	Hotel guests	Hotel non-guests
under 18	22.8%	8.7%	10.8%	7.9%
18–24	10.1	5.2	4.5	5.1
25–34	19.3	15.6	16.3	15.0
35–49	20.2	24.1	28.7	22.6
50–64	16.1	26.9	24.6	28.5
65 and over	11.5	19.7	15.2	20.8

Source: *CREST*, exclusive analysis for NRA.

Proportion of income segments dining at hotel/motel restaurants

Household income	Total restaurants	Total hotel/motel restaurants	Hotel guests	Hotel non-guests
under $20,000	43.7%	33.3%	22.9%	35.4%
$20,000-$29,999	24.9	24.5	24.7	24.3
$30,000-$39,999	17.1	19.9	24.1	18.8
$40,000 and over	14.3	22.2	28.2	21.4

Source: *CREST*, exclusive analysis for NRA.

share of the customer traffic at midscale hotel/motel restaurants than at upscale establishments.

- Singles account for a bigger proportion of upscale hotel/motel customer traffic than at midscale establishments.
- Upper income patrons are a larger portion of the overall customer mix at upscale hotel/motel restaurants.

Hotel/motel visit frequency approximates upscale restaurant segment . . .

On average, 9.2 percent of all Americans dine at hotel/motel restaurants at least once in a two-week period and generally average 2.2 visits to hotel/motel restaurants during that time. This approximates the average visit frequency rate for the total upscale restaurant segment. The hotel/motel restaurant visit frequency rate is less, however, than the total midscale restaurant group (3.7 visits in an average two-week period) and the overall quick service restaurant segment (6.6 visits).

Looking at the difference in visit frequency between guests and non-guests shows that hotel/motel guests are more frequent patrons, averaging 2.8 visits per two-week period. Non-guests, in contrast, average 1.7 visits.

This suggests that even though non-guests comprise a larger proportion of hotel/motel diners, customers are apt to dine at hotel/motel restaurants more frequently when they stay at the establishment. This is probably due to a large number of customers who opt to eat more than one meal at a lodging place restaurant during their stay.

Which meals do customers eat at hotel/motel restaurants? . . .

Traffic is fairly evenly divided among the three meal periods at hotel/motel restaurants, with dinner accounting for a slightly higher 34.6 percent.

Here again there are differences between guests and non-guests. For instance, six out of 10 patrons eating breakfast at lodging place establishments are guests. During lunch, only 18 percent of the customers are guests; and at dinner, almost a third of the patrons are hotel/motel guests.

Looking at the proportion of meal occasions among the midscale and upscale hotel segments shows that breakfast accounts for the largest proportion of traffic at midscale establishments—35 percent. Dinner is second with 31 percent, and lunch follows with 28 percent of the total customer traffic at midscale hotel restaurants. Dinner is the most popular meal at upscale hotel restaurants, accounting for 39 percent of all customer traffic. A third of the upscale hotel restaurant patrons eat lunch at these establishments, while a smaller one in four eat breakfast.

Hotel/motel average check size higher than most restaurants . . .

The average per person check at hotel/motel restaurants is $5.92, compared with a much lower $3.30 average for the total restau-

Proportion of household sizes dining at hotel/motel restaurants

Household size	Total restaurants	Total hotel/motel restaurants	Hotel guests	Hotel non-guests
1	22.9%	29.5%	23.6%	30.6%
2	33.1	35.2	34.2	36.1
3–4	32.7	26.5	29.8	25.6
5+	11.3	8.7	12.4	7.8

Source: *CREST*, exclusive analysis for NRA.

rant group. However, the average per person check at upscale hotel/motel restaurants ($7.62) is smaller than the per person check in the total upscale restaurant segment ($8.32). On the other hand, the per person check at midscale hotel/motel restaurants ($4.49) is generally larger than the average check in the overall midscale restaurant group ($3.88).

Non-guests usually average higher checks than customers staying at the hotel or motel. This is probably due to the larger number of guests who eat breakfast at hotel/motel restaurants, which tends to bring down the overall average check size.

Hotel/motel patrons use more deals . . .

A larger percentage of diners use deals at hotel/motel establishments than at most restaurants. Deals are used on 13.5 percent of all dining occasions at lodging place restaurants. This compares with a 10.6 percent average at all restaurants.

Hotel/motel guests are more apt to use deals than non-guests. Guests take advantage of some kind of deal on 14.4 percent of the occasions, while for non-guests the percentage is a smaller 12.9 percent. In general, midscale hotel guests use deals more often than midscale hotel non-guests—15.8 percent of the occasions versus 11.9 percent. In contrast, non-guests at upscale hotel/motel establishments use deals more frequently than guests—14.1 percent of all occasions versus 12.6 percent.

Most of the deals used at hotel/motel restaurants are "special events" (28.4 percent of all deal occasions) and "other deals" (57.7 percent). A substantial eight out of 10 deals used by hotel/motel guests are "other deals," usually package promotions which include meals with the hotel/motel stay.

Comparing hotel/motel deal usage with other restaurants shows that hotel/motel restaurants are much less apt to use coupons or "price off" deals than most restaurants. For instance, coupons are used on almost half the deal occasions at most restaurants, while hotel/motel patrons use coupons on only 8.6 percent of their deal occasions.

Hotel/motel restaurants—a challenging segment . . .

Because the hotel and restaurant segment is especially sensitive to economic ups and downs, restaurateurs in this segment have developed a keen sensitivity to customer needs.

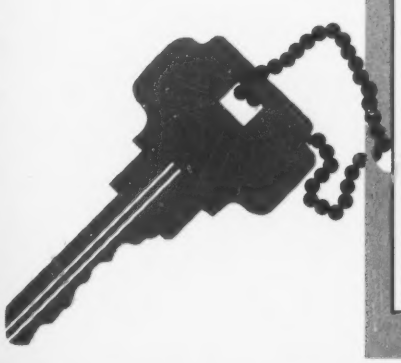
In the service area, many hotel/motel restaurants are providing several kinds of on-premise eateries, including quick-service operations as well as full service dining rooms. This offers different forms of service for different customer needs.

To keep up with national dining trends, several hotel/motel restaurateurs have pioneered light and nutritional menus. Establishments are also taking advantage of customers' growing interest in breakfast by promoting business breakfasts and extravagant brunches.

To increase menu variety (important in pleasing local customers), some hotel/motel restaurants have developed seasonal menus featuring fresh specialties. And some establishments create different ethnic food festivals, focusing on a variety of ethnic foods.

To further increase customer traffic and overall sales, many hotels and motels offer weekend and off-season package deals. Often these promotions include meals with the total cost of the package. Finally, in an effort to promote their establishments and boost sales, more hotels are focusing on catering.

—Cecelia Niepold



Percentage of occasions using deals

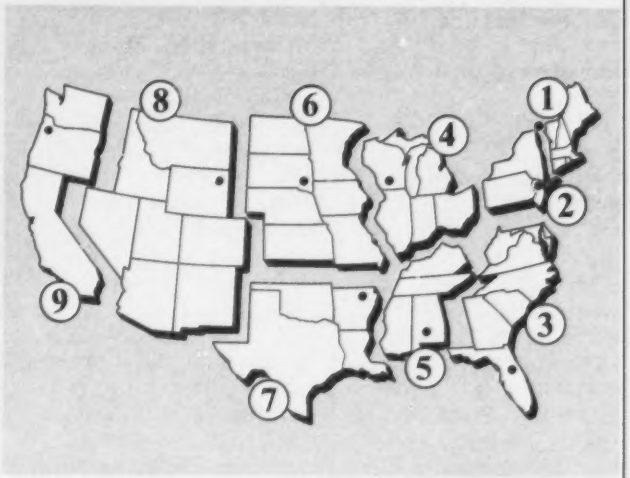
	Coupons	Special events	Price off	Other deals
Total hotel/motel restaurants	8.6%	28.4%	5.3%	57.7%
Hotel guests	4.2	12.4	2.8	80.6
Non-guests	11.5	39.0	7.0	42.5
Total restaurants	**45.9**	**22.5**	**11.1**	**20.6**

Source: *CREST*, exclusive analysis for NRA.

How's business?

by Cecelia Niepold

To succeed, restaurateurs must react to variables in their environment. Although seasonal and economic changes affect everyone, this month's interviews show that they can vary from region to region.



1 NORTHEAST

Location: Wilmington, VT
NRA member: Sonny Gates
Operation: Chris & Sonny's Cup 'N Saucer
Profile: Coffee shop
In business: Almost 2 years
Seats: 25
Meals served: Breakfast, lunch, dinner

"Business has been fair, but not quite as good as last year," says **Sonny Gates,** co-owner of Chris & Sonny's Cup 'N Saucer. Gates' restaurant, a small coffee shop with 25 counter stools, is located in a small southern Vermont town near several ski areas. The region has had less snow than last year, which has slowed business.

Even though Gates has owned the restaurant for only a short time, the establishment has been in operation for 23 years and has a well-established reputation for serving good quality food at relatively inexpensive prices. The restaurant specializes in breakfast, and menu favorites include hot sausage patties and blueberry pancakes.

2 MIDDLE ATLANTIC

Location: Elizabeth, NJ
NRA member: Joanne Festa
Operation: The Old Mansion Restaurant
Profile: Fullservice restaurant
In business: 3 years
Seats: Dining rooms, 125; ballroom, 180
Meals served: Lunch, dinner

According to **Virginia Connolly,** corporate sales manager for The Old Mansion Restaurant, business in the area is growing, spurred on by the relocation of New York City businesses to the New Jersey area. The Old Mansion Restaurant, three or four minutes from the Newark, NJ, airport, is benefiting from the growth.

The restaurant, a restored federal-period mansion, features French and Italian cuisine in an elegant setting. The establishment caters to corporations and private individuals. To promote the facilities for business meetings, the restaurant sends a monthly newsletter to corporations that advertises nightly specials. To capture more private party business, the establishment is only open for dinner on weekends. This enables the restaurant to use its graceful ballroom and smaller dining rooms during the day for special celebrations, such as weddings.

3 SOUTH ATLANTIC

Location: Lake Wales, FL
NRA member: Carl Hinshaw
Operation: Chalet Suzanne
Profile: Restaurant and country inn with 30 guest rooms
In business: 54 years
Seats: 150
Meals served: Breakfast, lunch, dinner

"Business is going fine, about the same as last year," says **Carl Hinshaw,** owner of Chalet Suzanne. Located in the central part of Florida, about an hour south of Orlando, the chalet is a little off the beaten path. Even so, customers have been searching out its eclectic fare and unique accommodations for over half a century.

Part of the chalet's charm is its picturesque fantasyland atmosphere. Turrets, balconies and stained glass windows grace the pastel-colored buildings, which are connected in a haphazard but eye pleasing manner. The restaurant's foyer, for instance, was once part of the hen house and is attached to a section of the former stable. Inside, the rooms contain antiques and knick/knacks that Hinshaw's mother (the Chalet's founder) gathered from around the world. No two rooms or tablesettings are alike. Each table is set with different pieces of silver, china and glassware collected in Europe.

The menu features seven different gourmet specialties, such as the chicken Suzanne—an herb-flavored treat with an amber glaze. The restaurant is particularly well-known for its unique soups that are served in large Norwegian ceramic ashtrays.

Several of the Chalet's canned soups were approved by NASA and taken to the moon aboard two Apollo flights. Today, earthbound customers can purchase the soups at gourmet specialty shops across the country.

4 EAST NORTH CENTRAL

Location: Madison, WI
NRA member: Gary Poole
Operation: Poole's Cuba Club
Profile: Fullservice restaurant
In business: 40 years
Seats: Restaurant, 225; banquet room, 120
Meals served: Lunch, dinner

"Even though the competition is booming—restaurants seem to be opening each week—we're still doing well," says **Joel Egan,** manager of Poole's Cuba Club. "The west side of Madison is really expanding. Businesses are going up left and right," he explains.

Egan attributes the restaurant's continuing success

to its well-established reputation, menu variety, versatility and promotions.

A recent promotion was an office party giveaway that customers could win by calling a radio station at a certain time. The tag line was "See (C) You (U) Back (B) Again (A)" and "let's "C" "U" "B" "A" customer." The catchy phrases have stuck with the restaurant ever since.

5 EAST SOUTH CENTRAL

Location: Montgomery, AL
NRA member: Judy Martin
Operation: Vintage Year
Profile: Fullservice restaurant
In business: 2 ½ years
Seats: 50
Meals served: Lunch, dinner

"Although there was a little bit of a letdown after the busy holiday season, business has been pretty steady," says **Judy Martin,** co-owner of Vintage Year.

Martin believes it's important to introduce customers to new tastes and experiences. Consequently, she changes her nouvelle American menu weekly. Recent innovative items have included baby salmon with a macadamia nut stuffing and a ginger lime sauce and a Cajun-style, sauteed whitefish with a pecan butter sauce.

Martin also encourages patrons to experiment with wines at the restaurant's retail wine shop. "It's proven to be a lot of fun for people. It hasn't been that long since Alabama laws have allowed people to purchase wine outside of state liquor stores," she explains.

The atmosphere also varies. Vintage Year displays Southern artists' works, and the exhibits change frequently.

6 WEST NORTH CENTRAL

Location: Yankton, SD
NRA member: Charles Petersen
Operation: Library Restaurant
Profile: Fullservice restaurant
In business: 5 years
Seats: 175
Meals served: Lunch, dinner

"Business is down," says **Lance Czermack,** manager of the Library Restaurant. Located in the "heart of corn country" in the southeastern tip of South Dakota, Yankton is feeling the effect of the downturn in the local agricultural economy.

Charles Petersen, the Library's owner, is working to expand the restaurant's business by increasing the parking facilities and offering brunch. He also plans to build an addition to use as a convention/conference room.

Even after the changes, the Library's greatest asset will most likely remain the building itself. It's an early 1900s library which has been carefully restored. A particularly charming feature is the third floor—once a bell tower. Here customers can relax in Victorian chairs and couches under a large rotunda with beautiful stained glass windows. A spiral staircase connects the area to the second floor, which features fine dining in three elegant rooms. Downstairs, the Best Seller lounge offers a more casual atmosphere and menu.

7 WEST SOUTH CENTRAL

Location: Paragould, AK
NRA member: Ann Couch Horne
Operation: Couch's Log Cabin Bar-B-Q
Profile: Fullservice restaurant
In business: 7 years
Seats: 230
Meals served: Breakfast, lunch, dinner

"Business has been slow, the local farmers have had a bad year, and a couple of factories have also closed down," says **Ann Couch Horne,** owner of Couch's Log Cabin Bar-B-Q. The restaurant, designed by Horne to recreate an authentic log cabin, is located in a small town in the northeastern part of Arkansas.

Variety seems to be the key ingredient at Couch's Log Cabin Bar-B-Q. Although the restaurant's specialty is barbecue (a family recipe that's been handed down), the menu offers many different entrees ranging from catfish to steaks. The establishment also features several kinds of service—a drive-through window, a self service buffet and a fullservice dining room in an upstairs loft area. Horne has just recently introduced an upscale section which features candlelight dining.

8 MOUNTAIN

Location: Moorcroft, WY
NRA member: Robert Lynch
Operation: Hub Cafe
Profile: Fullservice restaurant
In business: 22 years
Seats: 150
Meals served: Breakfast, lunch, dinner

"Business is generally a little slow this time of year, but we're up about five percent from last year," says **Robert Lynch,** owner of the Hub Cafe. Located about 100 miles west of Mount Rushmore, the small town of Moorcroft (population 1,100) has a busy summer season due to traveling tourists. Oil and coal are also major factors in the area's economy. The restaurant's name stems from its past as the hub of the local oil men's gatherings.

The establishment serves a variety of entrees but is especially known for its steaks—particularly its 16-ounce T-bones. During the off-season winter months, Lynch gives away every 13th steak to boost customer traffic. It's a popular promotion, and sometimes he gives away two or three steaks in one day.

9 PACIFIC

Location: Seaside, OR
NRA member: George Daggett
Operation: Crab Broiler
Profile: Fullservice restaurant
In business: 47 years
Seats: 300
Meals served: Sunday brunch, lunch, dinner

"Business has been very strong this winter; we had a record January," says **Tom Hall,** chef at the Crab Broiler. Heavy snow during part of February slowed business somewhat, however.

Located in a small town near the ocean, the family-owned restaurant is well-known for its variety of seafood entrees. A particular favorite is the barbecued crab served in its shell.

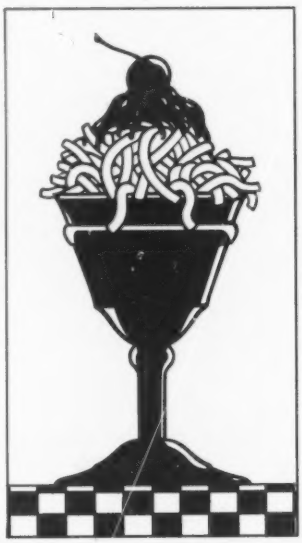
Besides good seafood, the establishment also offers an interesting mix of atmospheres. For instance, one dining room is very cozy with a big fireplace and an old stone wall. The garden room, on the other hand, is more airy with large glass windows overlooking a Japanese garden.

FOOD FOR THOUGHT

Noodles for a sweet tooth

Martin Johner, chef of the Culinary Center of New York, put some demographic information to creative use. He combined two popular food items—fettucini and chocolate—into a first course at the recent Explorers Club Celebration of Chocolate dinner. Since then, the dish has been put on several restaurant menus.

If the combination seems like an odd coupling, don't be concerned. The fettucine is actually crepes sliced into fine strands and laced with warm bittersweet chocolate sauce. The recipe for the



dish comes from Johner's new book, *Successful Parties: Simple and Elegant.*

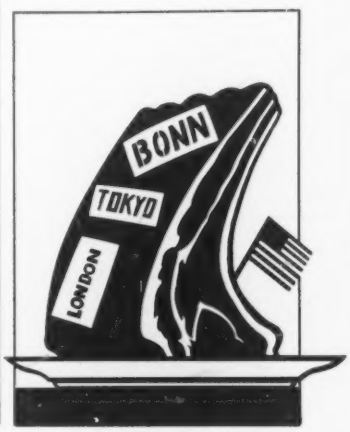
—*Tables* magazine

Take-out tickles rib lovers

"East coast, west coast, up and down the country . . . and we've had orders from England, Germany, Japan and Canada," says Nick Vergos, managing partner of the Rendezvous restaurant, Memphis, TN. What product has tickled the fancy of customers on three continents?

Southern-style barbecued ribs, that's what. The Rendezvous, long famous for its ribs, had been shipping them to former Memphians for some time. Last fall, at the suggestion of a customer, Vergos placed a small advertisement in *The Wall Street Journal*. It struck a note with rib-lovers. In December alone, Vergos shipped more than 2,500 pounds of his well-seasoned ribs.

—*USA Today*



Dining on display

In the nation's capital, who is seen dining with whom means a great deal in business and social circles. But a recent promotion sponsored by a downtown department store involving six posh restaurants took "high profile dining" to a new extreme—even for Washington.

One day last month, passersby at one of Washington's busiest intersections could look in the display windows of Raleigh's, a men's and women's clothing store, and see six of Washington's most prominent restaurateurs seated at white-clothed tables, sipping wine and eating shrimp pate. The "diners on display" were part of Raleigh's campaign to promote its line of business suits for Washington's power lunches.

"We originally intended simply to have our mannequins on display in restaurant settings," explains David Nellis, vice president of sales promotion for Raleigh's. "But then we thought, hey, wouldn't it be a good idea to invite the restaurant owners themselves to have lunch in our windows. Frankly, we weren't too sure they'd accept."

But they did. And what did they discuss, as spectators and local television crews looked on? In true Washington fashion, nobody knows for sure.

—***NRA NEWS*** *interview*

Kraft participates in voluntary government inspection program

The Kraft, Inc. Foodservice Group has decided to participate in the National Marine Fisheries Service's voluntary fishery products inspection program. By contracting to have its seafood products inspected and graded by the U.S. Commerce Department, Kraft becomes the largest foodservice distributor to take part in the federal seafood inspection program.

In conjunction with this announcement, the Foodservice Group introduced its first item in a gourmet breaded shrimp line. The new product has already been submitted for government inspection and has been certified U.S. Grade "A."

"The inspection program will detect commodity products that do not meet the government's requirements, prevent packaging of inferior products and maintain quality standards during processing," says William Kooy, seafood procurement marketing manager for Kraft's Foodservice Group. Kraft, the fifth largest distributor of foodservice products in the U.S., distributes more than 900 various frozen seafood items to foodservice operators nationwide.

—*Kraft, Inc. Foodservice Group*

NRA Grand Banquet & Show

Are you looking for an entertaining way to please a good client or perhaps impress a prospective one?

How about a way to congratulate your staff on a great NRA Show or a banner sales year?

An ideal way to accomplish any of these goals is by bringing them to the **NRA Grand Banquet on Tuesday night** during the NRA Show. In a setting that's both festive and relaxed, you'll get a chance to sit down and talk person to person, away from the hubbub and competition of the exhibit floor.

There's no more exciting social event, nor better value in the city of Chicago during the NRA Show. The price of the ticket includes a cocktail reception, a multi-course gourmet dinner specially developed by the Executive Chef of the Hyatt Regency Chicago, continuous music and dancing, and a fantastic show. With tax, gratuity and everything included—and paid for in advance—it's a time to relax and just enjoy the evening with friends.

The highlight of the evening is the entertainment and this year will be one of the best you'll ever see. It stars Paul Anka, an incredible talent whose career has spanned four decades already. He has been a sensation from his first hit ***Diana*** in 1956 to his sold-out Las Vegas shows in 1985. ***Put Your Head On My Shoulder, Lonely Boy, The Tonight Show Theme*** and ***My Way*** are just a few of 400 compositions he's written. It promises to be a perfect ending to an evening of fun and entertainment.

Reserve your table today, or purchase tickets individually. Preferential seating will be accorded NRA exhibitors who respond early.

Order Tickets Now!

The NRA Grand Banquet ticket includes:

- Cocktail Reception
- Music at Reception
- Multi-Course Gourmet Dinner
- Wine at Dinner
- Fabulous Las Vegas-Type Show
- Continuous Music and Dancing
- Tax and All Gratuities Included

ALL FOR ONLY **$100.00** PER TICKET

Entertain your best customers at the best—**the NRA Grand Banquet.**

The best show of the Show

Starring: *Paul Anka*

Tickets will be mailed on or about May 1, 1985. Sorry no refunds after April 30, 1985.

To reserve tickets simply complete the reservation form between pages 40–41 and return immediately.